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Volume XVI.
Number 1

TORONTO JANUARY 1st, 1922

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

Nautical Togs Tied Up At Our Dock

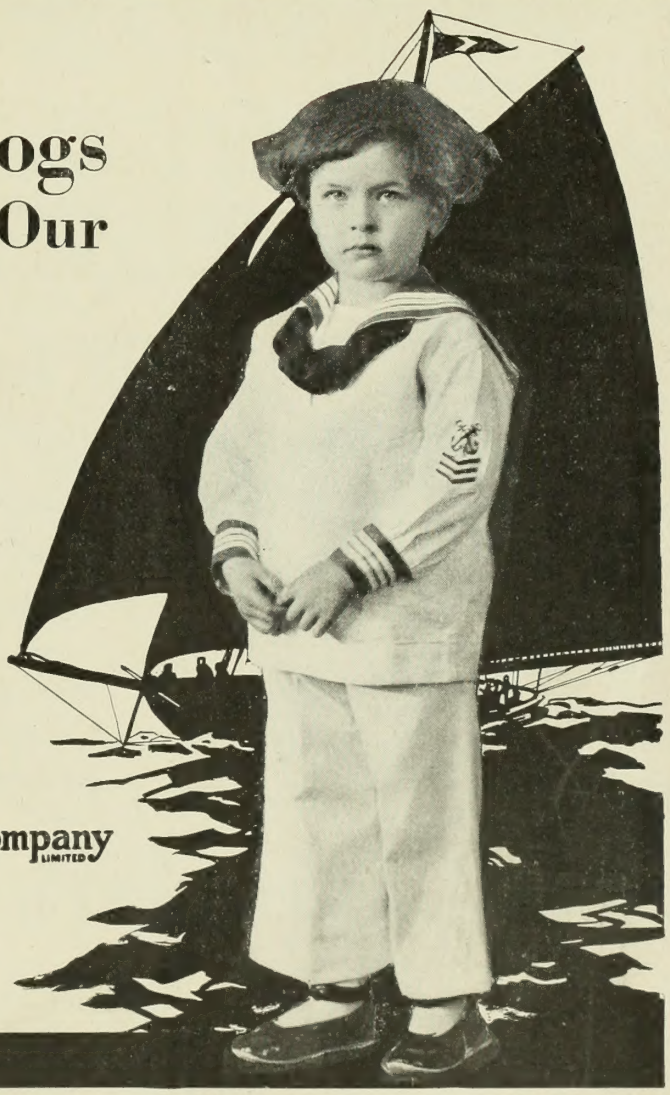
AN Advertising Agency finds great satisfaction in securing and developing a "new" account.

The manufacturers of "Sailor Maid" Middies and Dresses and "Sailor Lad" Regulation Suits are for the first time employing Advertising Counsel.

After careful investigation they have selected—

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO
Drummond Building, MONTREAL.



PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

The close connection between tires and the great outdoors is most effectively emphasized by the use of posters. Not only is the poster itself an outdoor medium, but size and color possibilities particularly lend themselves to the reproduction of great scenic effects.

Dunlop Tires have been very successfully advertised on the billboards. The broad, majestic treatment of the poster here reproduced is exactly suited to the medium used.

THE ever-recurring advertising problem is largely one of getting attention and making an impression.

And POSTERS provide the answer.

Embodying at their best all the factors recognized as most certain of attention-getting —size, location, color, brevity—plus the constant reiteration which builds up strong impression, posters put punch in publicity.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

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E. L. RUDDY CO., LIMITED -	317 Spadina Avenue - - -	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building - - - -	TORONTO
LINDSAY, WALKER CO., LIMITED	- - - - - - -	WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LTD.	—St. Catherines—Brantford—Vancouver—	MONTREAL
HARRY DUKER, LIMITED	- - - - - - -	VANCOUVER, B.C.
A. R. KENT - - - - - -	Kent Building - - - -	TORONTO

W. W. SCANE, Secretary, CHATHAM, ONT.

"Help me build a home!"

Hardly a day passes that the editor of FARMERS' MAGAZINE does not receive letters from subscribers asking help in the building or remodeling of their homes. Samples of these letters are reproduced below. They always receive careful personal attention. Frequently special articles are published taking up the questions asked.

Blue prints of a bungalow

"Where could I secure blue prints or a complete cut or diagram of the bungalow in your issue of March 3rd?"

A medium size house with conveniences

"I want a medium size house with conveniences with an ice room where churn, cream separator, washing machine and power pump will be—also probably a power and light plant."

Help solve my problem of an unhandy house

"We have been taking your magazine for four years and are much pleased with it. As you offer to help your subscribers in their difficulties I am hoping you will help solve my problem of an unhandy house the plan of which I enclose. Could you rearrange it to better advantage?"

Sleeping porch and bathroom wanted

"We want a five roomed furnace heated house, stucco or shingled. We would like a good living room with a fire-place, a small dining room and kitchen, two medium sized bedrooms with closets, sleeping porch and bath-room. I thought you would be willing to advise us."

On one occasion the editor made a special trip to see one of these inquirers personally. Manufacturers of building materials, paints, plumbing and bathroom fixtures, pipeless furnaces, household conveniences, water and lighting systems and electrical appliances can count on their advertising receiving close attention by the readers of Farmers' Magazine. It reaches more than 30,000 farm homes every week.

Write for A. B. C. Report and Rates.

FARMERS' MAGAZINE

Canada's National Farm Magazine

MacLean Publishing Co. Ltd. **143 University Ave., Toronto**

Why a Spring Number in January?

The dry goods merchant places his orders for Spring during January, February and March so as to have the new goods delivered and ready for sale when the Spring season opens.

He knows his customers will expect the latest in style and fashion and that his success will depend upon his having bought the right kind of goods for the new season.

He looks to his trade paper to post him on what to buy for Spring and he wants this information before the travellers reach him with new samples. As they start out in January, the retail buyer expects to find this information in the January issue of his trade paper.

In its annual Spring Number, in January, DRY GOODS REVIEW gives an authentic and comprehensive review of the new styles and fashions for Spring with illustrations and descriptions of the new goods being placed on the market by manufacturers and wholesalers.

This month, our Spring Number will contain 75 pages of editorial matter including a 16-page form devoted to photographic illustrations of new fabrics, new garments and other new things from all departments. There will be a number of articles on practical merchandising specially written to help the merchant and his clerks plan big sales this Spring.

Arrange at once for a good advertisement in this big issue which closes on the 10th. of January. Cost of one page in the Spring Number, $70. Yearly rates and other information upon request.

DRY GOODS REVIEW

TORONTO,
153 University Ave.

MONTREAL
128 Bleury St.

ONE of the fifty or more firms who sent us their best 1921 advertisement for publication in this issue frankly admitted that their selling plans last year were considerably influenced by articles appearing in MARKETING. Probably many other Canadian firms have profited by the articles in this magazine during the past twelve months.

* * *

It is our sincere hope that still more of our readers will find material of practical and stimulating interest in these pages during the coming year. But, more than that, we wish MARKETING readers to feel that outside of the columns of the magazine we may be of more real service to them in 1922.

* * *

No doubt specific problems in selling and advertising confront every aggressive concern at some time or other which cannot be treated in this paper except in a general way: but the chances are that we either have on file or can immediately lay our hands upon the information required.

* * *

An organization such as ours accumulates a mass of specific, practical and up-to-date information. In addition, our library of several hundred volumes contains almost every worth-while book on business subjects — particularly concerning marketing problems and advertising practice—that has been published in recent years.

* * *

If we cannot furnish the actual information desired we almost certainly will be in a position to tell you where to get it.

* * *

As to data concerning the Canadian market and its mediums our records are thoroughly complete. No other organization in this country pretends to collect facts and figures of this sort in so definite and detailed a manner as we do. The close check we keep, too, on Canadian advertising, on changes in personnel among advertisers, agencies and publications, on the activities of various business organizations, etc., is reflected in the columns of the paper. We would like to see more of our subscribers taking advantage of the store of information constantly accumulating at MARKETING headquarters.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

How to get Fullest Returns from Advertising Dollars!

Select your medium with care. As applied to newspapers, use the three following tests :—

1. A.B.C. Circulation Statements.
2. Amount of Advertising carried.
3. Amount and Quality of Co-operation given.

Now then---

1. The A.B.C. publishers' statement for the LONDON FREE PRESS at September 30, 1921, gives a total net paid circulation (excluding subscriptions in arrears) of **34,004**

The A.B.C. publishers' statement for the other London daily at September 30, 1921, gives a total net paid circulation (excluding subscriptions in arrears) of **25,108**

2. ***The London Free Press*** **LOCAL Circulation is more than double that of its contemporary.**

More than two families out of every three in London read *The London Free Press.*

The London Free Press **for November leads its contemporary---**

In Local Advertising - - - - -	86,850 lines more
In National Advertising - - -	66,375 lines more
In Classified Advertising - - -	21,225 lines more

Obviously, LOCAL advertisers, NATIONAL advertisers and CLASSIFIED advertisers have all had one common experience—they have all found the LONDON FREE PRESS THE MOST PROFITABLE MEDIUM.

3. ***The London Free Press*** **maintains—for the benefit of advertisers—** a complete merchandizing department for research work—trade investigations—production of special copy and art work—dealer tie up window displays—and co-operation of every kind.

Business men, attention!

We've told you the story---now its up to you.

8c. is the minimum display rate of the *London Free Press.*

8c. is the minimum display rate of its contemporary.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

LONDON
Canada

Branch Offices—

MONTREAL - -	E. L. McArthur	- - - 232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall -	- - - 341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

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Vol. XVI. JANUARY 1st, 1922 No. 1

TO ADVERTISE "AS USUAL" IN 1922

No let-up in advertising activity, prominent Canadian advertisers tell "Marketing." Many appropriations being increased, only a few curtailed and a great deal of new advertising expected. High rates cause of much complaint—will mean close buying and cutting of lists and insertions.

CANADIAN firms may be expected to do as much advertising in 1922 as they did in 1921 with the probability that they will do more, if we have seen the worst of the buying slump, as many believe.

Numerous advertisers who curtailed or entirely suspended their advertising in recent months will become active again, some planning to advertise even more extensively.

Most advertisers will continue along about the same lines, working with about the same appropriations.

A few have reduced appropriations, others have provided for increased expenditures.

No marked changes are indicated in the class of mediums used. Daily newspapers will continue to be the chief reliance of most general advertisers despite the complaints about excessive cost, while quite a number of advertisers indicate an intention of indulging in direct-mail advertising more extensively.

It is very probable that many advertisers will make substantial cuts in the number of mediums, or in amount of space used. This will be necessary where appropriations cannot be increased—and it is thought that many mediums will have to put up a strong fight to retain or gain a place on these lists.

Reductions in rates will be thankfully received, and will prove a factor in getting contracts for some publishers. But no case is reported where appropriations are being held up with the hope of forcing rate reductions generally. On the contrary MARKETING hears of several instances where contracts which have been held up with this object are now to be placed.

There will be an unusual number of new advertisers in Canadian mediums, including both Canadian and United States firms who have previously not been advertisingly active.

This sums up the situation as we enter the New Year, based on what MARKETING has learned of the plans of more than a hundred Canadian advertisers. Though necessarily gathered in confidence, it is permissible to quote from letters received, without disclosing the writers' identities, thus revealing the more frankly the feeling existing among Canadian advertisers at the present time.

CONFIDENCE EVIDENT

The general impression gathered from the letters received is one of cool confidence in the face of many uncertainties. There is no bombastic boasting of big things to be attempted, no cocky chatter about business depending on your state of mind. Rather there is a consciousness of the difficulties which must be faced and a determination to make the best of them.

There is evident a feeling that, with respect to most lines of business the bottom of the depression has been reached and that 1922 will be a year of adjustments to the new conditions, with the business curve starting upward again, if only slightly in some lines of business, as these adjustments are made.

"What are advertisers going to do in 1922?" MARKETING asked a representative number of general advertisers, advertising agents and publishers. Some firms had curtailed or suspended advertising. Would they resume, now that the need for more aggressive selling has become imperative?

Are appropriations being held up in the hope of bringing about decreases in rates? Or do some firms recognize that the average of Canadian advertising rates is not above the level of commodity prices and, hence, plan to go ahead on the present basis? Or will they use fewer mediums, or smaller or less frequent insertions, in order to make their appropriations 'go round?'

Will there be marked changes in the class of mediums used? Will newspapers, or magazines, or farm papers, or trade papers, or posters, or street cars, or direct-mail advertising, enter more extensively into advertisers' plans than heretofore?

A frank expression of opinion was also asked regarding any unsatisfactory features of the present advertising situation in Canada.

Under disturbed conditions such as exist at present conflict of opinion was to be expected in the answers received. Some businesses are disorganized and anything but optimistic about the year we are just entering. A few others who have advertised with good effect in equally difficult years in the past, appear to have lost confidence in their ability to secure adequate response from the buying public or, for other reasons, their advertising will be largely curtailed. Others will be "most conservative."

But these firms are hopelessly in the minority among those who responded to MARKETING's inquiry. Doubtless they are up against conditions which it would be hopeless to expect advertising, however extensive, to remedy. For advertising, with all due regard to its powers and possibilities, is no cure-all.

RATES A FACTOR

Most representative of all the responses received is that of an advertising agent who says:

"One of our biggest clients who stayed out of papers last year on account of the increased rates, is coming back

stronger than ever in 1922. He feels that some papers have made an honest effort to reduce their rates, and is going to favor those publications that have either brought down their rates or whose milline rates are about an average.

"A large part of his appropriation, however, is going into Direct Mail work, which in this particular case is entirely justifiable. This Direct Mail work will back up one phase of his campaign, but the amount he will spend in 1922 will be three times what he spent in 1921.

"We have several other clients whose appropriations in 1922 will be the same as in 1921. Several new clients and several prospective clients are just breaking into advertising. Another is going to double his appropriations in 1922. It will be entirely a newspaper campaign.

"Generally speaking, there have been a number of complaints about newspapers failing to reduce their rates while manufacturers have reduced their merchandise materially, and these advertisers are picking their lists with the utmost care. Those newspapers, farm papers or magazines whose milline rate is above the average will find themselves short in several campaigns in 1922. We are trying to be fair to everybody for we do not expect a paper with a comparatively small circulation to present a milline rate equal to the paper that has a tremendously large circulation, for the initial cost in the former case cannot be distributed as it can in the last mentioned case, but there are a number of publications throughout the country that are asking a milline rate away in excess of what their class of publication calls for.

"In 1922 certain classes of advertising we think will flourish, for example, financial advertising, while certain farm paper campaigns will, in our opinion, be reduced for the purchasing power of the farmer is very low at the present time in certain sections of Canada.

"In our opinion, 1922 will be a much better year for advertising in Canada than 1921, at least, from present indications from our list of clients, for there are two of our clients who did not use any space at all in newspapers and magazines, who will be back advertising again in 1922."

Several advertisers report success during 1921 following a policy of strong reliance on advertising in the face of conditions of difficult selling.

Advertising Made Good

"For the past year," says one of these, "we more than doubled our appropriation over the previous year, and while it was rather expensive, we have been rewarded with a very considerable increase in business over 1920. If you have access to any of Babson's reports you might refer to some that appeared early in the year advising manufacturers and others to bend all their energies to selling, and not to negle[illegible] advertising appropriations. We have followed this advice with very gratifying results, making use of newspapers, trade magazines, and general magazines, as well as circular letters and specially prepared advertising matter for dealers' use. We will in all probability use similar mediums next year and if our appropriation permits of it we might indulge in the use of posters and street car cards, although these latter are rather expensive. Nevertheless, with a newspaper and magazine campaign they round it out very admirably."

Another, a beginner in general advertising last year, will increase his advertising in 1922 if his manufacturing facilities can be increased in time. "Following our 1921 general advertising," he says, "we are putting on specific sales to help our retailers, featuring special concessions during January and February, then a special feature for each month following."

Typical of a number of consistent advertisers in past years is one who says: "Our directors have placed at our disposal an appropriation in excess of the amount for any previous year. We may use fewer mediums and possibly less frequent insertions and expend more on outdoor advertising, display cards, etc." This advertiser does not use magazines, considering their rates too high.

Another such advertiser has long followed the policy of basing his advertising appropriation on gross sales and, "consequently we will have more money to spend in 1922 than in 1921." He proposes, however, to put the additional money into direct mail advertising, very largely because of the unsatisfactory conditions which exist so far as rates charged for newspaper space are concerned.

"As you are doubtless aware," he says, "there is a great variation in the milline rates charged by the different papers in the same class, and the circumstances lead an advertiser to believe that where a paper enjoys somewhat of a monopoly in a given field it takes advantage of this condition in fixing its advertising rates. There has been no disposition so far on the part of publishers to reduce rates in spite of diminished costs, whereas, we find that there are substantial reductions in the cost of printed matter of all kinds including direct mail advertising material."

Concerned About Cost

This concern about the cost of space is common to most of the letters received. Newspaper rates are most frequently mentioned, probably because newspapers figure in the plans of more advertisers than do other mediums. So many manufacturers have been forced to lower their own selling prices, often before costs could be brought down proportionately, and having sacrificed profits and working on narrow margins, are intolerant of all who have not brought their prices down similarly. They may admit that the publishers' case is different, that the cost of advertising did not go up at the same time, or in proportion to, other commodities. Advertising rates *are* up—and have not come down. Other prices were up—and *have* come down. That's all there is to it, as they appear to see it.

One such advertiser counters our question: "What are advertisers going to do?" with another: "What are advertising rates going to be? The bulk of commodities have decreased in price," he argues, "and advertising is about the only item that has not decreased. Newsprint has decreased in price from the beginning of the year, and even today. Perhaps you can enlighten us as to why newsprint can be purchased cheaper in the United States than in Canada, notwithstanding the fact that a good portion of the pulp is shipped from

What Canadian Advertisers will do.

A SUMMARY of Canadian advertisers' replies to "Marketing's" inquiry shows that for 1922 :

30% will spend more
60% will spend the same
10% will spend less

for advertising than they did in 1921. There is much objection to the higher rates asked. It is contended that advertising costs must come down proportionate to reductions in other lines of business.

For this reason there is likely to be much trimming of lists, involving the elimination of weaker mediums.

It is predicted that there will be more advertising than in any previous year, with the possible exception of 1920, and that there will be an unusual number of new advertisers.

Canada into the States for manufacturing. Is it not a fact that a trust of four dictates as to the price at which newsprint and other paper is sold in Canada?"

Is Publisher to Blame?

This is arguing the cost, of course, and seems to be a case of taking it out on the publishers for conditions over which they have no control. Newsprint has come down, it is true. If it hadn't, few publications could have continued without substantial increases in rates over those now in effect which, in practically every case are based on costs in 1920 when newsprint cost $80 or less. Meantime heavy increases in postage have gone into effect greatly increasing the publishers' cost-load, and other costs have tended up rather than down. These conditions, publishers point out, have been beyond their power to control, individually or collectively. The price of newsprint was controlled at a time when prices in most other lines were jumping up by leaps and bounds, and advertisers got the benefit of it in an absurdly low level of advertising rates.

It is not disputed that the facts amply support the publishers' contention that any decrease in rates, aside from a few isolated instances, cannot be expected. The average of newspaper rates is still not as much above the pre-war level as is the cost of newsprint at $70. But this does not prevent most advertisers wishing for, and in some cases demanding, lower rates for advertising space.

"You ask if we think that some advertisers are holding off on account of the high rates that are demanded by publications today," writes one advertiser. "We are quite sure that that is the case and we believe that all publications would be well advised to readjust their costs of advertising so as to get them as nearly as possible to rates existing about 1916 or 1917. In our own case we refused to advertise with some mediums who had put on an increase in rates during the past twelve months. These we considered were not justifiable. Manufacturers and most of the retailers have taken their losses and got down their costs to those existing some two or three years ago, but frankly, the newspapers and many of the other publishers have not done so. Paper, ink and labor are all cheaper, and if they were satisfied to take business eighteen months ago at rates then existing, there is no reason to our minds why they should not accept business on those same rates, and manufacturers would be well advised to patronize the publishers who have adjusted their rates to those of two years ago."

Radical Changes in Media

"We will probably make some radical changes in the class of mediums used," says another large advertiser whose appropriation for 1921 will show considerable increase after being curtailed in 1921. "Newspapers which have always been the backbone of our campaign in the past will not occupy such an important position in any publicity we do for 1922. Our principal reason for this is the fact that newspaper rates have not in our opinion shown the same tendency to recede with the lower costs that other commodities have, and another very important reason is that we feel that the newspapers as a whole have not given the advertiser the consideration he is entitled to in the matter of agency relations. We are, therefore, considering how best we can make ourselves independent of newspapers for 1922, and will probably settle on billboards as the natural solution of this problem. This will not, of course, mean that we would entirely discontinue the use of newspapers but it will certainly mean that if any curtailing is done it will be at the expense of newspapers. Magazines and farm journals will also be used to some extent."

Still another advertiser, whose 1922 appropriation will exceed that of last year by about 10%, believes that advertising rates must be reduced in proportion to other commodities if the publishers wish to carry as much space. The reason for this is very apparent. Practically all national advertisers are manufacturers and as such have been forced to lower the price of their products to break the buyers' strike. Consequently the publishers must fall in line, and in only a few isolated cases has any move been made in this direction." Dailies will again be the backbone of his campaign, however, augmented by farm papers, magazines and trade papers. In addition, a systematic direct by mail campaign to dealers will be carried on.

"Almost every day we have one or more solicitors for space," says a large western advertiser, "but none of them has quoted any reduction from the peak figures as yet, the usual answer given being that costs do not permit of any reduction.

"As a manufacturer and merchandiser of a very staple product, we can say that about one year ago to-day the very same conditions were operative as regards our business, and there was a decline of approximately 45 per cent. in the price of our product before the so-called bottom was reached, along which a normal volume of business was obtainable.

Costs Not Considered

"In our opinion costs have nothing to do with it, and we feel certain that a great many publications will have to change their minds, and perhaps some of them go out of business before the advertising game will get on to a sound basis once more.

"The writer knows that the above line of argument can be flattened out in an instant by an advertising man. We remember quite well that a year ago we could out-argue the consumer in regard to prices, but the consumer won out in the end. 'Nuff sed';"

Another large advertiser whose plans call for greater activity than ever before is quite positive that "advertising rates in Canada are higher than warranted." An intensive survey of the Canadian field, he believes, will result in the elimination of many newspapers, magazines, farm journals and trade papers from his lists. It will indeed be the survival of the fittest.

Still another whose appropriation will be about the same as last year thinks that "a substantial reduction could be made in advertising rates. They do not reflect reductions in the cost of raw material and labor. There have been substantial reductions in the prices of the commodites which we manufacture and it is only natural that we should expect corresponding reductions in the commodites or services we use The present high rates reduce the amount of advertising that could be done because general business conditions during the past year and the uncertainty of 1922, do not permit increases in advertising appropriations.

"If present rates prevail in the mediums that we have used the past four or five years, we believe it will be necessary for us to reduce materially the use of these mediums and we will have to turn to direct mail advertising or something along the

line of "Dealers' Helps" which we feel would be more effective and the change might reflect good results.

Expects Reductions

"As you undoubtedly know, a very high percentage of the amount of money we spend each year, is spent in newspaper advertising, but it has got to the place now where we feel that the results obtained are really not sufficient for the tremendous amount spent. We have done everything in our power to reduce the prices of our goods and this has meant sacrifice after sacrifice for our help as well as ourselves. Isn't it only natural that we expect, and reasonably, that other people can reduce their prices accordingly if their minds are set to it. The amount of advertising we can obtain for $5,000. to-day, for instance, as compared with the circulation and space we could have obtained say back in 1917, will show exactly what we have in mind."

Another advertiser plans to use newspapers to just as great an exent as last year, if anything a little more, but has instructed his advertising agent "to drop any publicaition which has advanced its rate over last year. Apparently the publishers are not in the humour or do not care to take the same losses as other business firms, and to that extent they cannot expect to receive from the advertiser today, especially those who have had to take heavy losses during the last year, the same amount of business they have been receiving."

Smaller Advertisements Probable

Many other letters are to the same effect, the size of advertisements or number of insertions being reduced in order to make appropriations go as far as possible. Publishers would get the benefit of larger advertisements and more frequent insertions if they were to reduce their advertising rates.

It is a question, however, as to whether advertisers will not actually be the gainers with a smaller volume of advertising running in the newspapers. It may be that fewer insertions or smaller space will prove just as effective, with less advertising competition. Many advertisers have complained that there is too much advertising in the papers, and one who now declares his intention of using less space and spending the bulk of his money in other modes of advertising confesses that he is "not only influenced in this way by the high rate of newspaper space, but the fact that newspapers are now so crowded with advertising that nothing short of a half page really attracts attention."

Numerous letters declare no intention of holding up or curtailing advertising in the hope of forcing reductions in rates. "We feel satisfied that we are getting a good return from the newspapers of Canada for the amount invested," says one, "and, although it is quite possible that in a few isolated cases, the rate may be too high, yet on the whole we are satisfied to leave matters stand as they are now. We will probably use more advertising space during the coming year than we used in 1921."

Increase if Rates Drop

Another expects to appropriate the usual percentage of turn-over for advertising during 1922 and "if it should happen that there are decreases in rates our plans would be somewhat enlarged on." One whose losses during 1920 made it absolutely impossible to do any advertising finds business on the mend and expects to renew advertising "so as to build up and expand our business."

Greater selling effort is necessary and this calls for more advertising, is the view expressed in several letters declaring the intention of keeping on next year with larger advertising appropriations than usual. "We believe we are about to enter into a new era of prosperity," says one, "and for that reason believe it absolutely necessary not only to continue to use as much space but possibly increase the volume of advertising."

The comment of one advertiser on the situation in the farm field is of special interest. "We are hopeful that conditions after the New Year will tend toward a better outlook in business although in our particular line there is very little indication of it, at present. We base what optimism we can dig up on the fact that for the past two or three years many farmers have held off buying necessary equipment on account of price. Some have borrowed from neighbors and others have patched up old machines and after a fashion made them serviceable.

"For the last six months the farmer has not been in a mood to buy for future requirements. The election with its tariff features and the delusion that everything would be well if there was no duty on agricultural implements has undoubtedly had an effect on the farmers' purchases of implements. More serious, however, has been the great drop in the price of the commodities the farmer produces and the lesser drop in prices of other commodities into which raw material and a great deal of labor go. Implement manufacturers have taken tremendous losses in inventories to bring down the price of their product. These inventories today are strictly on a replacement basis and selling prices are figured accordingly. Even with a drop of 25% in retail prices the demand is practically negligible.

"Many farmers, too, have undoubtedly sold this year's crop at a loss and have not available in ready money the purchase price of new equipment. We do not believe that the attitude of farmers in that position can be altered at this season by newspaper publicity.

"Our plans for 1922 are not definitely laid. We will use sufficient space in any event to maintain our position in the eye of the public but will be conservative until there is some change in general conditions. Our newspaper copy goes only to farm papers. There is an indication of revision down-ward of some rate schedules and we think this is in line with the times and quite essential, particularly as there is a shrinkage in the circulation of many publications.

No Let-up in Effort

"We are not curtailing our selling organization to any appreciable extent or letting up on our efforts to get business. We may not be so generous with literature as in some previous years as the need for strict economy is just as urgent in this business as in that of the farmer but we do not intend to drop out of sight in this respect either. Writer is of the opinion that another good crop will have to be harvested before conditions in the domestic implement business can get back to anywhere nearly normal and world conditions will have to improve considerably before we can hope for very much from the foreign field. Other countries have similar and much worse conditions to meet than we. Im-

porters in foreign countries have large, high-priced stocks and little demand and in addition have a very adverse exchange to figure on.

"So it looks like carrying on as best we can till general conditions improve and in the meantime prepare to meet the demand that we believe will eventually come."

Engraving Prices Extortionate

The comment of an advertising agent is interesting as reflecting the attitude of a representative number of advertisers, and is substantially in accord with MARKETING's survey of the situation. "The outlook for advertising in 1922 is fair to good," this agent thinks.

"We have not experienced any general demand for an immediate reduction of rates but those reductions which the publications have put in force are very thankfully received and have in some quarters whetted the appetite for more. A very grave situation exists however in the matter of prices of engravings. Some advertisers have absolutely struck on this point, refusing firmly to pay prices demanded by the engravers. They circumvent the situation in various ways—by using type advertisements only; by using old plates; by importing engravings from the United States at a very considerable saving over local prices.

"We have also found in some quarters a tendency to depart from the custom of using newspapers exclusively to put the message over. There is a willingness to investigate the claims of certain magazines, class publications and trade papers which in some cases offer most attractive circulations—superior printing effects, and a better showing for the money than newspapers crowded with 1000 line advertisements of clothing houses, mining stocks, department stores and other users of large, and as a general thing, ugly copy.

"It has frequently been brought to our notice that Canadian newspapers do not pay much attention to or use much skill in the matter of make-up. We find ourselves on the defensive to justify the position and poor showing made by advertisements of nominal size and artistic appearance when placed in juxtaposition to advertisements made up of reverse plates and relying on brute strength to dominate the page.

"Some of our clients who have been dormant during the period of easy selling have come to life and have expressed the healthy ambition to attempt to regain prestige lost during the war period. It is interesting to review the situation from this angle. Certain houses, foresighted enough to continue their advertising when orders were being turned away, completely and perhaps permanently usurped the first place vacated by former leaders—who now in their turn have a stern chase ahead of them.

"We have also noted that Farm Journals are now considered mediums of national importance due to the better quality of the journals themselves and to the modern tendencies of the farmers to buy commodities once considered fit for urban consumption only, i.e., if farmers having shown their willingness to buy bonds, life insurance, autos, furnaces, sanitary devices—the vendors thereof are willing to meet them half way and advertise in the papers having farm circulation.

"Many minor changes, improvements and discoveries are being made in advertising procedure—but so far as this firm is concerned, nothing revolutionary seems to loom on the horizon of 1922."

Only two of the advertising agents heard from regard the outlook unfavorably. One does not think we will have what is known as "good times" for several years." The other does not think that advertisers who have curtailed or suspended will resume their full schedules, but that it is likely more firms will suspend or curtail.

Newspapers Not Worrying

"We do not think that appropriations are being held up," he says "in the hope of bringing about decrease of rates although no doubt increases of rates have made advertising too expensive for some people. Appropriations cannot "go around" and as a rule this means that advertising is dropped altogether. Of course we refer to national advertising only and as long as retail advertising keeps up in the large volume that it is at present we do not think that the newspapers will worry much whether national advertising falls off or not.

"Yes, we think there will be a marked change in the class of mediums used. We are inclined to think that the smaller weeklies will get a great deal less business because they cannot now be profitably used at the rates they have been compelled to charge. Newspapers, we think, will get the bulk of whatever advertising is going. Farm papers have already suffered severely and magazines will suffer also as advertisers scrutinize their appropriations more closely.

"Trade journals have already suffered considerably but will not likely be very much further affected. Posters and street cars we think will be used a great deal less. Direct mail advertising will likely increase very considerably.

"Of course as some line of advertising disappears another is liable to turn up but on the whole we are inclined to think there will be a great deal less advertising all round, at least until the Fall months of 1922.

"This is not a pessimistic prognostication and is not intended to be. I think conditions are very healthy and it is a good thing for both newspapers and advertising agencies to have a period of advertising depression just as it is good for any other line of business.

"A lot of people now in the advertising business will likely go out of it in the same way as a lot of firms that are not really fitted to survive in the commercial world when the general situation clears itself."

One of the unsatisfactory features of present advertising conditions in Canada, emphazed in a number of the letters received, is "the agency situation. Not all the advertisers referring to this are members of the Association of Canadian Advertisers,either !

"We would much prefer that the publishers would do away with the percentage basis of doing business with advertising agencies" one letter states. "We would decidedly prefer to pay them either a set sum or certain detailed monies for their work on our behalf, rather than the remuneration be obtained through commissions on work done for us."

Whom do Agents Work for?

Another expresses the belief that advertising conditions in Canada will become more settled and run along more smoothly than they are at the present time, "when the advertising agents can find out, or make up their own minds, who they are working for. Business conditions at the present time demand that every advertiser, and every business firm, whether they be advertisers or not, get a dollar's worth of service for a dollar, and the expenditure of every cent is being scrutinized much more carefully than it was two years ago. This is the fact which, at the present time, is causing a great deal of unrest among the advertisers. When the advertising agents and publishers can prove to the advertisers that they are getting this service, you can be absolutely sure that there will be no cause for dissatisfaction among the advertisers in Canada."

Letters received from publishers deal almost entirely with the question of rates, as might be expected. Without exception they are quite positive in stating that there is no possibility of rate reductions.

"We believe that advertisers in 1922 will use more space than in 1921" says a Western daily, "also, that while they will resume full schedules in some districts they will be more careful in their choice of mediums and in the district to be

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MARKETING—PROBLEM OF MANUFACTURER

Manufacturers concerned with "demand" as well as "supply." A mistake to assume that demand is a fixed quantity. Production and distribution only part of the manufacturer's problem, which is to locate or create a definite demand to be definitely met. First of a series of articles

Written for MARKETING by GEORGE FRENCH

SELLING goods is a vocation in which many people engage but in which few are skilled; few think it necessary to prepare themselves. The chemist, the physician, the lawyer and the preacher study assiduously the science of those pursuits. If they do not they are not allowed to practice them; they cannot practice them.

Marketing is like some of the arts; like printing, to name one of the graphic arts. Nearly any one may become a printer after he has given a little study to the motions necessary. Indeed, he does not need to study at all, merely observe how the practitioner functions. Marketing is more a matter of a little capital and an assumed opportunity. To store-keep is reckoned no particular knack.

Yet marketing, as it is now considered, is one of the more exact sciences, involving acute and wide knowledge as well as peculiar faculty. It consists of selling goods to people. In the concluding phrase of this definition rests the science of marketing, or at least it suggests the more subtle and distinctive science of marketing.

A New Point of View

It is more exact to consider marketing as being distribution of goods and ideas. And looking at it in that light leads us to consider, and try to define and realize, what distribution is, and what business as a whole is, in relation to the whole complex problem of living and progress. And it may be assumed here at the begining that every manifestation of life is now, and ever has been from the very beginning, for the definite purpose of helping on the progress of civilization and the coincident progress and development of us humans.

It is not possible to take a too wide-angled view of marketing. It has existed since the first man found help and profit in exchanging a skin for food stuffs—trading that which he did not need but his neighbor did need for something that his neighbor did not need but he did. That of course is the whole theory of marketing—the exchange of goods. In this day goods are represented by tokens we call money, and the exchange of goods is made by accepting money on one side and with it buying the goods needed from whoever happens to have a surplus.

But business is based exactly upon the need for methodical exchange of goods, in order that man may be enabled to live, and pursue his vocation in relatively one place. He is through the functioning of business able to draw upon the products of all the men in the world to sustain his own life. He can play his part in the development of civilization without wasting time to make a tedious series of journeys to the countries where some of his necessities originate.

Not So Simple

A little thought along this line shows us that marketing is not the simple acts of buying and selling. Buying, in the economy of good marketing, is as much of a science as is selling; buying for consumption is here meant. Marketing has been forming itself into the great economic and industrial problem it is since life in its present phase has been on the earth. It was because they did not apprehend the necessity of exchange of goods, and the community of intelligence, that races of men previous to the race to which we belong inhabited the earth for many thousands of years and finally disappeared. They made no progress in intellect or goods because they would not work together in practical brotherhood.

Now marketing, and all business, depends absolutely upon practical brotherhood. No matter whether or not we recognize our ethical and racial relations with other people, and other peoples, that relationship exists and controls everything we do and fashions everything we are.

It is not possible to sell to people we do not know, and know about. If we plan to market goods that should be sold the world over, the marketing of those goods must be planned in full view of the necessities and buying power of all the people of the world. This truth is daily exemplified in retail trade, where though it may not consciously be recognized is all the time made the basis of practice. Your grocer tells you that he does not carry a certain brand of coffee, for example, "because there is no demand for it." The retailer is wiser in his day and generation than the capitalist who owns and operates great factories.

The Factory Subordinate

Let it be understood at the beginning that the theory of marketing as here to be thought of does not accept the usual theory of production and distribution. It has been assumed that the factory, to make that term typify all production activities, is the basic unit of business.

MARKETING has been defined as a study of the principles that govern the policies of business management in the distribution of commodities from producers to consumers—all the activities that facilitate or promote the sale of merchandise.

In the series of articles, of which this is the first, Mr. French submits a broad-guaged review of the fundamental problems of marketing policy, including a study of the consumer, the product, the market, distribution, advertising, the middleman, etc.

Mr. French argues that production is comparatively a simple proposition after the market and elements of absorption, and the methods of getting the goods into it, are sufficiently studied and assayed, and his articles are based on this view.

This is not so. The factory is a subordinate and relatively unimportant unit in that business which has the supplying to people goods that are considered necessities. And concerning what constitute necessities we shall try to define a little further along. It is a simple process to build a factory, equip it with the necessary machinery, put in charge of its operation skilled men, and make it produce great quantities of goods.

It is a complex process, one dependent upon great knowledge, wide acquaintance with people, knowledge of history, of industrial conditions, sympathetic touch with conditions of life everywhere, and perhaps above all a thorough comprehension of the psychology of life, to distribute those goods the factory produces. To survey the peoples of the world, or of one hemisphere, or of one nation, or of one section of a nation, or even of one state or city or town, and conceive a plan to furnish them with one thing they need with which to live their lives, or can be made to realize that they need, is to conceive marketing. When this survey is completed there is the even more vital matter of planning to supply the people with that which it has been determined they need, or may be shown that they need.

Breeding Demand

Here we are faced with the two great general divisions of marketing, distributing goods the need for which is established and acknowledged and distributing goods the need for which has first to be created or disclosed.

In the first named division we have to establish the prestige and economy of the goods we are to offer. In the second we have also to breed the desire for the goods. In both cases we are obliged to sell our goods. Their distribution cannot be automatic, even after their need has been demonstrated and their quality and economy established.

Selling, as distinguished from distribution, consists in guiding the demand for goods into definite channels—securing the orders for our own concern rather than leaving that discretion to be exercised by the buyers. In the case of goods the need of which has to be established before they can be distributed, the selling and the educating to recognize the need often go hand in hand, because newly originated goods usually can be supplied only by the originators. Yet many articles new in the market quickly find a market through many producers, as witness the new fashion for mechanical pencils.

There is a large fallacy in the shibboleth "supply and demand." This is often alluded to as a law which cannot be violated and the operation of which regulates trade. There is absolutely nothing to this doctrine. It is true that a point of saturation exists, but it is rarely, if ever, found. The retailer who pleads that there is no demand for this or that, which ought logically to sell over his counters, is a man who has not learned the first principles of merchandising. There is a latent demand for everything that is made to contribute to the supplying of the needs of the people, or to their comfort or happiness.

This is why the theory that distribution is the basis of marketing is advanced, and it is the reason for making a newer and wider definitioin of distribution. In ordinary business distribution already has two meanings. One is that distribution is the scattering of goods from a central reservoir over certain areas and delivering them to people who had purchased them. The other is that distribution consists in placing a line of goods offered for sale in convenient sales locations where they may be sought by people to whom an advertising appeal is to be made.

These conceptions of distribution, while quite correct and justifiable, are far from adequate for our present purposes, which are to suggest a basis for marketing that will involve the whole theory and philosophy of trade, to the end that the passing of goods from the producers into the hands and use of the ultimate consumers may be predicated upon fixed and known principles and processes. In this view, distribution means much more and other.

Flour and Religion

It applies to all things that we need in our lives which are not included in our birthrights—everything that we have to acquire; as much to intelligence and religion as to flour and clothing. Distribution makes available to each individual all that he needs that he has not already through inheritance and natural acquisition. We are not now actively interested in the functioning of distribution in education, morals, ethics, or religion, only to the extent of recognizing that it does function in those spheres even as it functions in business—in marketing—and to the extent of realizing always in business that we are playing a part as necessary and often as important in the great scheme of civilization when we provide for the scientific distribution of foods and clothes as are those who provide for the distribution of education, art, esthetics, ethics, science and religion.

If I were called upon to suggest points of view as well as methods in business I would be moved to suggest that the greatest need in marketing today is the broader view, which is the truer and the more scientific view, and within which at this time lie the greatest promise of business expansion and marketing success. This view is making its way with men of greatest business capacity, and is being utilized in building many of the greatest enterprizes of the day. It is the most practical, the most scientific, the most reliably successful of any possible theory of business. At the base of this broad view of the problem of marketing lies a comprehension of this great human family the needs of which it is the province, and the privilege, of business to supply.

Catering to All

The whole theory may be visioned by considering one family that the grocer has to furnish with foods, the local clothier with clothing, the local butcher with meats, etc. The grocer finds that he has to cater to the personal tastes of father, mother and children. The clothier probably finds that he must consider mother first; and the hardware merchant knows that he has to think about father. The man who expands his sphere to a wide area and wishes to deal with hundreds or thousands of retailers or jobbers discovers that he has got to know about the people over all of his field in order to be able to sell the minor distributors.

It is these minor distributors who are more inclined to plead "the law of supply and demand." They are men without much imagination. They are overworked. They function as buyers, salesmen, errand boys, etc., and their ambition, if they ever possessed any, is liable to become dulled. The man who plans large distribution has also to justify his plans by imposing them upon and explaining them to his lieutenants who are in direct contact with consumers; and in doing so he must be able to justify them to himself.

Here we come to the question of what constitutes need, in the vocabu

lary of the producer and distributor of goods.

Find Out What Life Lacks

A need exists in the mind of the consumer. He knows that he needs breadstuffs and clothing. He believes that he needs many other things. But outside those needs that may be classed as life-sustaining, every need that a normal person recognizes has at some time and in some manner been implanted in his mind. Other needs may be incubated in his mind—must be if business is to grow and if life is to be made more fruitful and successful. We cannot stand still, even in the more slight phases of life. Therefore the distributor of goods must always seek to realize what life lacks for the people he essays to serve, and plan not only to supply the lack but to make the people realize its existence.

This is the most vital element in marketing. It is not difficult for the distributor to receive orders and ship out the goods to fill them. That is mechanical. It does not require much real brain work. That which requires talent is to ship out more goods than are automatically required to fill perfunctory orders: to make two shipments where before there was but one. This can only be accomplished by getting orders that were going to other distributors, or by developing new and dormant needs in the minds of people.

We need not be advocates of paint on female faces to enable us to realize that this method of creating, or revealing, new needs has resulted, in the course of the past ten years, in the distribution of enormous quantities of cosmetics and related goods, and the receipts by the astute distributors of hundreds of millions of dollars. This phenomenon has been observed in other lines of business, but as yet there is little evidence that the purveyor of ordinary goods of necessity has learned the lesson it teaches.

The Saturation Point

For example, consider automobiles and motor trucks. There are so many thousands of them in use that it may seem to the unthinking observer that not many more can be absorbed into use. But he is quite mistaken if he does think so. As yet there has been little scientific effort made to ascertain what that saturation point is. How many towns or cities have been scientifically canvassed to determine the ultimate number of all grades of motor cars and trucks, motor cycles, tractors, and bicycles that might profitably be utilized by the people living in them?

And is it not evident that if and when these facts are known the distributors of those machines ought to, and can, find some commercial means of providing the machines that are commercially needed? It is one of the most manifest propositions business men have to grapple with and solve. It is for the distributors, first, to discover this potential need, and then reveal it to the people involved. Then it is for them to devise means of satisfying the need. The people who are made aware of the need are no more able to arrange for its satisfaction unaided than they were able to recognize the need itself. The distributor must continue to function as initiator of ways and means. He has brought a need into existence, he wishes to be allowed to supply the thing needed, and he must discover and formulate the plan that will bring that much to be desired result to him. The person whose need has been revealed to him is, and will continue, a passive factor in the proceeding.

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MONEY-SAVING OFFICE METHODS

1. Finding The Right Office Arrangement

Why are our offices not *planned*, as are efficient factories, to facilitate the flow of work through them? Many offices overstaffed because they lack right equipment and proper arrangement, and particularly the lack of standardization of tasks

IN laying out an office it will pay to keep in mind that work should flow through it in much the same way that it does through a well-arranged factory. Roundabout routing in an office is more likely to be hidden, and congestion of work is usually not so quickly apparent as in a manufacturing plant, but the loss of time and effort may be fully as great.

Now, most of us have no elaborate filing departments. After all, a few desks and a filing cabinet or so, helped along by some mechanical devices, will care for considerable business. But the principle that it pays to keep at it until just the right office arrangement is found, also holds true in the "everyday" offices without big clerical payrolls. First in importance is the division and layout of the office work.

For instance, a small manufacturer has a main office which is only 6 by 9 feet. With only 54 square feet available he has to use every single inch of space. In this 54 feet are two desks, an adding machine, a typewriter, and two filing cabinets. The telephone rests on a shelf by itself and the typewriter occupies a shelf at a convenient height for operating. When not in use the adding machine slides directly under the typewriter shelf—the two then taking the space of one. Under the cashier's desk are shelves for filing books and storing the odds and ends of office equipment.

There is, in addition, a private office which occupies a space 9x11½ feet in size. It accommodates two desks, two small safes, and a filing cabinet. Although small, the arrangement is so well thought out that from the desk chair any file or book can be reached. On the wall to the right hang two telephone books, and several books which contain advertising suggestions. To the left is the filing cabinet, which contains the names on the mailing list.

To determine the best office arrangement, some office managers make a large floor plan drawing of the office space. On this are placed pieces of cardboard, cut to scale, representing the various pieces of office equipment. In connection with these is used a chart showing the routine through which each kind

of work must pass. It is a simple matter to shift the cards about until the best possible arrangement for each piece of equipment is obtained. The best arrangement, of course, is the one that gives the most direct routing of work.

The interrelation of departments is studied in order that all the work may flow, as nearly as possible, in the same direction. The progress of the work should be in a straight line—the shortest path. This does away with "loops" which often cause congestion.

When desks or departments adjoin each other in their proper order, work need not be interrupted in transmission: each clerk after finishing his operation can pass the work to the next in order, without leaving his desk.

How this is done in one office is shown in figure 1. This reduces walking, saves time, and cuts down expense.

With the idea of saving unnecessary steps, one department manager in charge of a dozen or more clerks adopted a plan of desk arrangement whereby all his helpers are now close enough to call in an ordinary conversational tone. Formerly, he spent considerable time going to the desks of those too far away to call. The new arrangement has no drawbacks, but many advantages.

If all the office force is in one room, it is easier to secure an economical layout. Ventilation and lighting also are apt to be improved.

The office of an eastern manufacturer is more than two hundred feet long and nearly one hundred feet wide. The filing cases have been placed in the center of the room. The location was chosen with the idea of making the files just as accessible as possible to everybody, so that reference would be easy. In perfecting the arrangement it was borne in mind that certain departments consulted the files more frequently than others, and these departments are located as near them as possible.

Placing of Files

For the big concern, as well as for the man who can take a dozen steps around his office and touch the four walls of it, the proper placing of files with reference to other work is a matter well worth considering, for reasons of convenience and cost.

In one office, where files were inconveniently located, high-salaried clerks were spending a considerable portion of their time walking back and forth between the file cabinets and their desks and in hunting through the files for stray reports. Whenever two clerks found it necessary to search through the same files, a conversation was often started, lasting in many cases for several minutes, and causing a considerable waste.

WE do business to make a profit. And in these days when the buyer, or "the market" fixes the price at which we can sell, it is generally true that a profit is only earned by doing our work at less cost. Many offices are over-staffed or under-equipped, or very inefficiently operated, thus eating up a big share of the profit margin. How to make office work more efficient, cut down wastes, eliminate unnecessary routine, etc., and lower the overhead, is the purpose of a number of articles secured by "Marketing," of which this is the first.

Improving Conditions

The first step toward improving conditions was to transfer the filing cabinets to a corner of the office easily accessible to the clerks in this department, and also to employees of other departments. A young clerk was given a desk near the files, and he alone was allowed access to them. When reports were wanted, it was his duty to supply them, thus saving much of the time formerly wasted by the other clerks.

The extent to which private offices can be used to advantage depends largely upon the nature of the business and the shape and size of the general office. When an executive's work requires deep concentration as in planning, writing advertisements, or editing, he can do better work if protected from distracting influences. A room where conferences and interviews of a confidential nature may be held often takes the place of private offices.

Many executives prefer to have their desks in the open office, both for the air of democracy it gives, and for the effect it has on employees. This result is sometimes obtained by providing the manager with a glass-partitioned office. This gives him good light, fresh air, warmth, and comfort, freedom from noise—in fact, all the advantages of a private office, except that in retaining his view of the outer office he loses some of his own privacy.

Watching the Works Run

In other offices, a pane of clear glass is used among frosted panels, or a door is so placed that the manager can watch the run of the work by leaving it ajar. While the heads of the large enterprises, in their eagerness to keep in touch with the business, sometimes stay out in the open office when it is unnecessary, others often lose control of their help by shutting themselves off from them. Private offices sometimes shut off too much light and air from the main office, where most of the wall space is thus taken up by them. A careful arrangement, however, may avoid this.

As to the layout and equipment of private offices, there are, of course, degrees of convenience and luxuriousness. The office manager will not go far wrong, however, if he lays out his office as a modern kitchen is arranged, placing his equipment so that he can "get a meal" almost without moving out of his chair. Desk, chairs, telephone, files, book cases, and perhaps a table, may be grouped under this plan. If only the one desk is used, the files and book cases can be placed at either side or behind, where they may be quickly reached from the swivel chair.

Just as there is a best method of doing a task, so there is a best tool to use. While, of course, it is not necessary that each clerk have a desk and chair especially designed for him, it is often possible to get better work with special equipment. Sometimes even a slight change in a desk or chair will add materially to speed and convenience. For instance, in starting a system of "file" and "pending" drawers in his department, the attention of a manager was called to the inconvenience of chairs with arms, which made it necessary for each clerk to slide his chair out when the file clerk desired access to the drawers. With the armless chairs, on the other hand, the file clerk could collect and deposite papers without in any way disturbing the clerk at his work. As a result, armless chairs have become standard for clerks in this office.

The work of one clerk who had to write in large heavy books was made easier by the addition of a block on the desk top, to hold the

book on a slant thus doing away with reaching and straining.

Roll-top Desks Taboo

The modern tendency apparently is to do away as far as possible with the high, roll-top desk. In many of the larger offices they are used only by executives, if at all. The flat-top sanitary desk with drawers at the left, a shallow and a deep drawer at the right, and the usual middle drawer, now seems to be standard in many offices. Some offices have gone so far as to do away with all drawers in the desks except a shallow one for pencils and pens and the like, thus requiring that all unfinished work be either filed or neatly piled on top of the desk at the close of the day. In most cases this is a great advantage, as men will testify who have had the experience of searching through all the desk drawers in the office to find important papers which had disappeared. This move, from desks designed for storage to those designed for the quickest possible turnover of work, is an important factor in raising the standard of office work.

On top of most desks are two important pieces of equipment—the telephone and the mail trays.

The three-tray basket is in common use, the lower tray for incoming, and the upper for outgoing matter, with the middle one for material destined for the files. This gives the executive rather than the assistant the top tray, which is the handiest.

The use of calculating machines and other types of semiautomatic equipment has proved effective in reducing costs in many offices. In an office in the financial district of a western city, 136 clerks were working in the accounting department. More help and more room were needed to take care of increasing business. In order to reduce the working force, and to remove further drains on the rental charge, the office was equipped with bookkeeping machines. The services of twenty-four clerks, receiving an average salary of $1,200 a year, were eliminated when the machines were brought into operation.

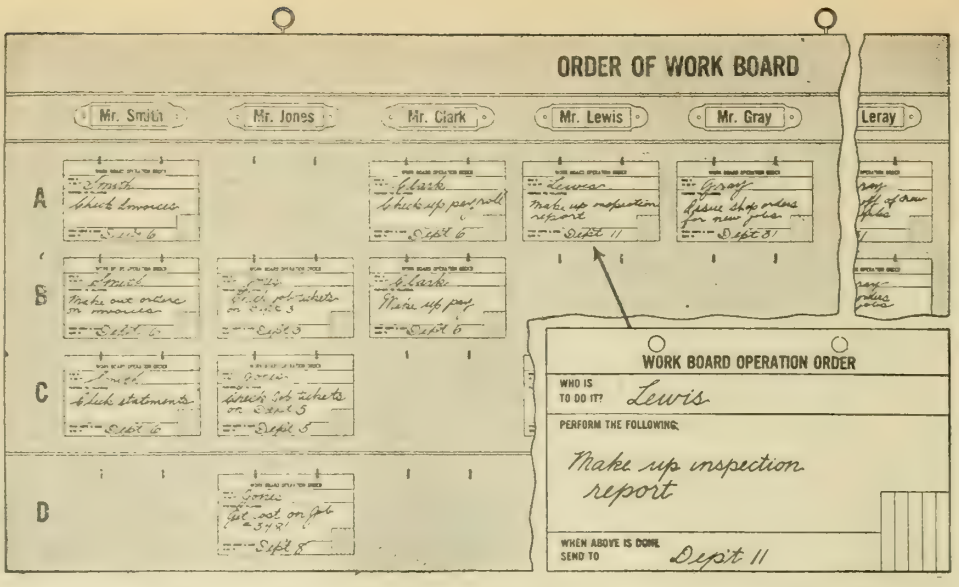


Figure 1. The cost-saving realized by planned work, so that it comes in as raw material at one end of a factory and goes out as finished product at the other end without interruption, has been generally recognized. The same principle can be applied in office work. This is an "Order-of-Work Board" as used in one office.

Machines Saved 30%

Before machines were introduced, the clerks in another department worked over the big books, and added long columns of figures. Time was lost in handling the books, in sharpening pencils, and in verifying calculations. The problem of handling a volume of more than 100,000 items a day was serious. This department installed machinery that cost $85,000 and reduced the labor cost more than 30%. Another example of the effectiveness of machines is furnished by a smaller office. Five years ago it required five bookkeepers to handle 1,500 accounts and 500 charges a day in this office. Today there are 2,000 accounts and about 750 charges a day, yet the staff has been reduced to four bookkeepers. This saving has largely been made by installing machines.

Filing equipment for correspondence, documents of standard sizes, and card records has virtually been standardized by the manufacturers, and its selection does not present much of a problem to the office manager. A big chart or a bulky blueprint may be very important for future reference, but its size may make it inconvenient to handle in the usual filing cabinets. If it lies around, without a definite place, it is pretty sure to become soiled or lost.

An architect's office where blueprints are filed in rolls uses paper tubes as containers. Two, three, and often four sets of drawings are filed in a tube for which a suitable case was built in which to file them. There are sixteen sections in this case, each section having a capacity of sixteen 3-inch tubes or a total capacity of two hundred and fifty-six. Doors keep dust out of the tube sections. A similar method of filing might well be useed for any kind of bulky papers of uniform size and shape.

Schemes to Save Space

An ingenious contrivance for filing maps is in use in a larger office. The maps are mounted on fiber wall board of a convenient size, and arranged to slide in grooves or tracks along the wall. In order that any one of the mounted maps might be placed end to end with any other, each map has a track. At the end of the track there is housing for the maps. It is constructed of sheet metal with a door at the far end, so the maps may be slid out for changes. The maps are mounted on the board and coated first with shellac and then with a good quality of varnish.

To prevent warping, a sheet of paper is pasted on the back of each mount, and this, too, is covered with shellac and varnish. The edges are bound with nickel-plated steel. The vertical edge at the open end of the housing is made wider than the others, so that it almost touches the edges of the neighboring maps when in the case, and tends to make the housing nearly dustproof. On this edge there is a handle for each map.

A concern having several branch offices had great trouble in keeping the various branches posted on the movements of its officials and traveling executives. An adequate system was evolved which solved the problem. A number of large bulletin boards were made, similar to sections of the quotation board that is found in stock brokerage offices. One of these bulletin boards was placed in each of the offices. When Mr. Brown plans to go to Winnipeg, for instance, a clerk fills in a number of cards in duplicate. These cards state when he will leave, where he is going and when he will return to his permanent office. One of these cards is

sent to each of the branch offices and the informatioin is there placed on the bulletin boards.

"Where's Mr. Gordon?"

A good method of keeping track of officials in the central office is that of a firm whose representatives travel extensively. A board hangs on the wall, having across the top the list of names of the officials; in a column down the left-hand margin is a list of their probable whereabouts. The board has cross and vertical lines of small holes into which wooden pegs are stuck. There is a peg for each official. Thus, if Mr. Gordon goes to Hamilton, a peg is placed in the hole under the name of Gordon and opposite Hamilton. In a less pretentious way, this scheme could be adapted to many offices.

Rubber stamps often are not used as much as they might be, if they were conveniently arranged. In one office a clerk claimed that in the time required to find a stamp he could write out the information in longhand. This was probably true, because the stamps when used had been hung on an inconvenient rack in which it was difficult to find the stamp needed. A new rack was finally devised on which the stamps are hung in wire clips which slide along the flat bars forming the front of the rack. They can, therefore, be placed in any position to suit the size of the stamp. As the stamps vary considerably in size, adjustability of this kind is necessary.

Attached to the board itself, just above each row of stamps, a label holder runs the full length of the rack. A label bearing an impression of the stamp is slipped into the holder behind the clip assigned to this stamp.

With this rack it is possible to rearrange stamps, taking out those which are inactive, and adding new ones; and the labels in the rack tell just where every stamp belongs.

A "Telephone Chart"

A Toronto office has nearly twenty department managers, who visit each other on business all day long. The general manager solved this difficulty with a simple litle "telephone chart" which has reduced the waste time by over 70% according to the office manager's estimate. The telephone girl is provided with a square sheet of cork about an inch thick and six inches square. The top surface of this has been ruled off into small squares, and across the face of each of these is lettered the name of one department. The girl has a number of tiny silk flags of various colors mounted on small pins so that they will stand upright in the cork. Each flag carries the name of one of the executives. When Mr. Carter, head of the wholesale department, goes to consult with Mr. Bentley, the sales manager, Mr. Carter's stenographer calls the operator and says: "Mr. Carter is in Mr. Bentley's office." The operator puts the silk flag with Mr. Carter's name on it into the ruled-off square of cork labeled "sales manager," and when calls come in for him she switches them to the right telephone at once.

A piece of equipment used in several accounting offices is a truck that carries the entire set of current books from the vault and places them beside the bookkeeper's desk. It remains at hand all day, the permanent filing place for the different books, and only at night is it wheeled back to the vault. It is very easy to find the correct book on its particular shelf on the truck. A good size for this truck is from 22 inches to 26 inches wide, by 30 inches deep, and 42½ inches high, with 12 adjustable shelves. Current binders are usually thin, containing only a few sheets, and so very little space is required between the shelves. One and a half inches including the thickness of the shelf itself, is ordinarly ample.

Before deciding upon the equipment and arrangement of the office, the manager should first be sure that he sees clearly just what work is to be done in the office. Then, forgetting what has been customary in the past, he can take a fresh viewpoint and make the layout in the simplest way to fulfill the object. There should be a good reason for every detail of management—for every piece of furniture. If there is none, it probably is superfluous, and, instead of being a help, it may act as a hindrance.

* * *

WHAT WE ARE DOING TO INCREASE SALES

King Suspender and Neckwear Company lays the "Peak Year of the War" bogey by sacrificing old stock, manufacturing entirely new range of goods, reorganising sales and office staffs. How a bunch of young fellows flung themselves into a bit of work that created a sales record. As related to "Marketing"

By L. O. Greisman
Manager King Suspender and Neckwear Company, Toronto

WHEN salesmen foregather these days a phrase often on their lips is, "the peak year of the war." It is spoken in tones of mingled reverence and regret; reverence for the time, two years ago, when orders came flocking in like September swallows swarming south; regret that they will never again see such easy pickings. Contemplation of these "peak years" produces a different reaction in different observers, and in a growing number of cases it is stirring up a fighting spirit that vows to set a new record and put the "peak year of the war" well in the second class.

A year ago the King Suspender and Neckwear Company, Toronto, reorganized its selling policy in a very radical manner. New methods involving drastic changes were introduced with the result that the "peak year" sales total was passed. The month of November saw all records for thirty-five years broken. In December the firm's travelling salesmen were recalled. They had sold up to the limit of the plant's capacity six weeks before schedule date. This unprecedented activity has been spread generally over the company's various lines, including flat silk and knitted neckwear, mufflers, suspenders, arm bands, garters, men's belts and a line of elastic novelties. It has been brought about not by any change for the better in market conditions, but by a bold and dogged

fight to create a demand for King Suspender and Neckwear products.

"Fight" is the correct word, as one realizes in listening to L. O. Greisman, manager of the company, quietly relate how the carrying out of the new methods compelled him and every member of his executive and sales staffs to toil far into the night during the heat of last summer. Changing from old stock to new, and from old methods to new, cannot be done in a day, and ordinarily such a task is a slow process spread over months.

"To effect the change within two weeks, we literally worked in our BVD's night after night up to a late hour, and there wasn't a man of us who didn't lose weight!" said Mr. Greisman.

In an interview with MARKETING, Mr. Greisman outlined the methods that had enabled his concern to boost the 1921 sales above those of the "peak year."

"At the beginning of the year, we found ourselves with big stocks of merchandise at falling values," he said. "We called a conference of executives and salesmen and pointed out that an entirely unprecedented situation existed whose problems could not be solved by old methods. It was no year for golf! Even if our own shelves could be cleared by some magical kind of salesmanship, we dared not take the risk of loading up the dealers with goods that would not move. Our only hope of pulling out was to prepare entirely new samples and organize for greatly increased sales. So we took all our old stock and simply forgot about it. We didn't allow the trade to set eyes on that old stock again. We recalled every sample and for several weeks we did not have a sample on the road.

GOT ENTIRELY NEW GOODS

"We contended that the trade was heartily sick of the old stuff that was being peddled around. We went out and had woven for us brand new ideas that were in conformity with the latest patterns. We went to the continent of Europe and got material that had not been seen in Canada since before the war. At once we sent out an entirely new range of samples. It is always difficult to place a value on old stock, but new stock that is specially loomed carries a definite market value, and we costed our new range of patterns on that market value, regardless of the effect on our former selling prices. Actually our new prices were lower

This type of advertising was used in newspapers to announce the new patterns campaign to the consumer.

than the old, although the quality was considerably higher.

"We strengthened our sales staff. We cut out all deadwood and introduced fresh blood. We managed to secure the additional men we had in mind. Our new policy was one that appealed to them. They were keen men, just as eager to have something new to offer as the dealers subsequently proved to be keen to have something new to buy. We had instilled into our representatives confidence in our methods and goods, and in spite of the fact that they are paid strictly on a commission basis, and that they were without samples for several weeks and spent considerable time in covering their territory, they held on. So did we. We were confident that all our men were of the right caliber, and we believed firmly that our product would ultimately prove to be winners. The sales force was reorganized just as the rest of the business had been.

SALES MANAGER OUT WITH "BOYS"

Our sales manager was out on the territory with the boys practically the whole of the year. He took side trips with them. He kept looking up the entire staff, helping the less successful to success, and the successful to still greater success.

"The boys went out with an entirely new line such as the trade had not seen since 1914. This appealed to us as the only possible thing to do. Instead of slashing the prices of our old merchandise, we got out new samples in which quality was one of the first essentials. At the same time we launched a strong advertising campaign from coast to coast during June and July. These months, as well as January and February, are quiet seasons with us, and it is during these periods that we do our heavy advertising. Our spring drive takes place during January and February, and our fall drive during June and July. Advertising in trade papers appears a month ahead and is followed by general advertising in the newspapers. In between, our boys are out like a pack of hounds, notifying dealers of the newspaper displays and gathering in orders stimulated by the trade paper advertising.

"We have found the dealers remarkably responsive. It is far from the truth to say that the dealer is disheartened by trade conditions. He has been compelled to be somewhat conservative in his buying of late, but if you can convince him that you have something new he is quick to respond. But you have got to show him! He rises at once to encouragement of the right kind.

"Just at present we are sold up to the limit of our production and have recalled all our salesmen, although they were originally routed six weeks ahead of this date. We make it a point not to endanger delivery of orders by overbooking. It is part of our policy that when goods are promised for a certain date, that date must be rigidly adhered to.

"The boys needed a rest anyway!" smiled Mr. Greisman. "They are revitalizing for the big spring drive in January when they will start out once more with another complete bundle of new tricks in their bags. Our plans are all laid for the first half of 1922. We anticipate another successful year because we adopt the strategy of all first-class rugby football teams, which is: Score all your points during the first half of the game, and hold your line during the second.

"They're just resting up," explained Mr. Greisman, when asked what his recalled salesmen were doing meantime. "As a matter of fact that's what we're all doing. We have to. Turning a business upside down and reaching the sales record we have reached isn't merely a matter of sitting down and doing some tall thinking and planning. It has meant actual hard physical work for everyone of us, including untold overtime. We have packed two years into the past twelve months. We are all young fellows or we couldn't have done it. I am under thirty. Every executive, with two exceptions, is under thirty. The other two are not yet forty. We have no flat tires. We couldn't make the pace if we had. We're all young, but we're all seasoned—although

Concluded on page 19

Get Away *On High*

for Nineteen Twenty-two

In the language of the automobile, some businesses have been hanging back on second speed during 1921.

Others have been loafing on first speed.

Some have had the clutch in neutral and have made no progress at all. They have heated their engines and burned up gas.

IF you have not connected up the motor of your business with the transmission of your sales through the clutch of advertising, you have something to think of early in the New Year. That is, if you are a manufacturer or merchant and the general public is the consumer of your goods.

If you have been loafing or hanging back, the time has come for you to swing into high. Get a good start right at the beginning of the New Year.

The public is getting well over its "loaf." What is left of the "buyers' strike" can be knocked out by a few weeks of vigorous campaigning for business, by business men who want better business. Wishing for it—talking about it—waiting for it—won't bring the activity and the atmosphere that business needs now.

Come into the Toronto-Ontario market in your quest for more sales. It is Canada's richest market—one-third the people of Canada live here. It is easy to sell in this market; easy to ship to it. The newspapers of Toronto thoroughly cover the Toronto-Ontario market. Among them THE GLOBE is Dominant as an Advertising Medium.

Advertising in THE GLOBE costs less today than in 1920 or early in 1921. There has been a reduction in advertising rates, and a constant increase in circulation.

The Globe

TORONTO

Member Audit Bureau of Circulations

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

OUR BEST ADVERTISEMENT IN 1921

Representative Canadian advertisers select for "Marketing" the best advertisements they have published during the past year, with reasons for their selections. An interesting review of Canadian advertising copy from the advertisers' own viewpoints

THE task of selecting the best Canadian advertisements of the year is by no means a light undertaking. Familiar as MARKETING is with the various media, and with the campaigns being conducted by Canadian advertisers, it was not deemed advisable—when we decided upon a review of 1921 advertising—to make the selection ourselves.

Who should be in a better position to decide this question than the advertiser himself? Advertising is no longer a gamble. Most firms look for, get and check results. Hence it should be possible for a large number of advertisers to pick out the copy which actually had the greatest cash value during 1921. The outsider, on the other hand, must rest his estimate upon the physical appearance and the appeal of the copy, without positive knowledge of the advertisement's real pulling power. Often an advertisement that looks nice and sounds strong is far from being the best business-getter.

On these grounds we believed it advisable to ask Canadian firms to pick their own winners, and to state the reasons, so far as they are obtainable, for the success of the example chosen. In this way it was hoped that the experience of various advertisers with certain kinds of copy and illustration would be made available for readers of this magazine.

The response has been most gratifying. On the following pages will be found a gallery of the year's best advertisements, together with comments by the men who supervised the campaigns of which they were a part. Not all of those approached by MARKETING responded; but enough examples have been collected to make a pretty representative showing. Some firms found it very difficult to select any one advertisement as being better than others, and frankly told us so, as their only reason for not complying with our request.

It was explained that the selection might be made of advertising in any class of media—newspapers, magazines, farm or trade papers, posters, car-cards, direct-mail, etc. Naturally, the majority of the advertisements selected are from publications of some sort. The order in which they appear here is not intended as any indication of their respective merit.

Your corsets will be the help they should be—the help
PRACTICAL FRONT
Corsets
TRUE CORSET ECONOMY
DOMINION CORSET CO. QUEBEC — MONTREAL — TORONTO

The Dominion Corset Company, Quebec, sent in two advertisements, the larger of which is here reproduced. This is "reason-why" copy with illustrations that actually *illustrate*. The firm does not say whether this advertisement is chosen because of known results, and it is impossible for a mere man to judge what would interest a woman. From the masculine viewpoint, however, it looks like an advertisement that embodies a good many selling points.

The Sherwin-Williams Co. of Canada Limited, Montreal, believes that this adaptation of the well-known Victor trade mark was the best advertisement issued by them during the past year. They say that "a great deal of comment was made among the trade in general regarding this advertisement. In fact, we revieved a number of requests from agents throughout the country, asking for electrotypes to be used in their local advertising."

The advertisement appeared on the cover page of a well-known trade journal.

J. S. Fry & Sons, Ltd., Montreal, send an advertisement which they consider by all odds the best printed selling effort they have put out during 1921. This copy was planned

at the time when their sales volume was at its lowest ebb. They determined that if business would not come to them they would go out and get it. Consequently they ran larger space and a briefer message than usual in order to secure maximum attention value. The boy, they claim, is a great attention getter, appealing to parents of both sexes, and giving an intensely wholesome character to the copy which reflects upon the product. They credit this particular advertisement with being a very material factor in doubling their sales volume, as compared with the previous year, in the month in which it took effect.

Robbins & Myers
J. & J. Cash Inc.
S. C. Johnson & Sons
A. C. Spark Plug Co.
Adams Wagon Works Co. Ltd.
American Radiator Co.
Barber Ellis Ltd.
Blue Bird Corporation Ltd.
Brandon Shoe Co.
Brantford Carriage Co.
Brantford Computing Scale Co.
Brantford Cordage Co.
Brantford Oven and Rack Co. Ltd.
Brantford Piano Cases & Phonographs Ltd.
Brantford Roofing Co. Ltd.
Canada Glue Co.
Canadian Packing Co. Ltd.
Canadian Electrical Products Co.
Cockshutt Plow Co. Ltd.
Crown Electric Mfg. Co.
Dominion Steel Products Co. Ltd.
Goold, Shapley & Muir Co.
Ham Bros. Ltd.
Hampel Paper Box Co.
Kitchen Overall & Shirt Co.
McClary Mfg. Co.
Massey-Harris Co. Ltd.
Monarch Tractors Ltd.
Niagara Silk Co.
Ontario Cement Co. Ltd.
Parisian Knitting Mills
Paterson, The Wm., Ltd.
Pratt & Letchworth Co. Ltd.
A. J. Reach Co.
Scarfe & Co.
Schultz Bros. Co.
Slingsby Mfg. Co.
Steel Co. of Canada
Verity Plow Co.
Waddells Ltd.
Waterous Engine Works
Watson Mfg. Co.

Run Over The List

and note that the industries of Brantford are producing basic necessities for the people of Canada—farm implements, road-making machinery, boilers, steel products of many kinds, sectional houses, roofing materials, household equipment such as refrigerators and screen doors, paints, overalls; all of which demand the best type of workmen, and the diversity of business results in steady employment.

The people of Brantford are prosperous. Prosperous people are good buyers.

The Brantford Expositor

is the only daily newspaper printed in Brantford. It goes into practically *every Brantford home every evening.* It circulates within the Brantford buying area for a radius of fifty miles. It is the logical link between the man with something to sell and the man with the purchasing power. It is the light of modern publicity along the road of merchandising.

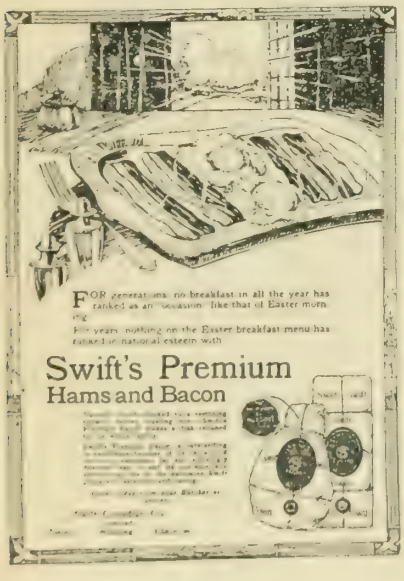
You cannot afford to leave the

Brantford Expositor

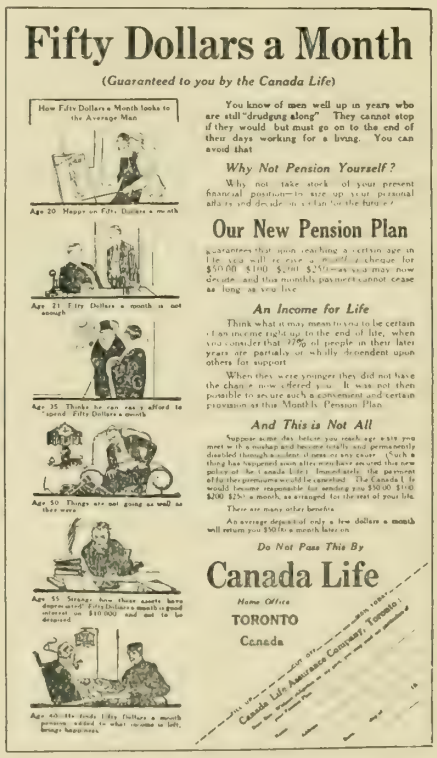
off your list

FOES of FIRE
The Fire Fighter — and Steel plus Asbestos in your Filing Cabinets
OFFICE SPECIALTY
FIRE-WALL FILING CABINETS
Steel plus Asbestos — for Better Protection

The Office Specialty Manufacturing Co. Ltd., Toronto, sent in a complete portfolio of their Fire-Wall campaign which they consider their best 1921 effort. The advertisement reproduced here is representative of the series. In writing of the entire campaign the firm says—"It was a success. And when you consider the condition of business when it was launched and that it was an entirely new line with a new idea in filing equipment, you begin to realize the power for sales that lies behind a well planned, well directed Advertising Campaign, in which all the mediums of advertising are brought into play on the one objective."



The Swift Canadian Co. says: "It is difficult to say whether our Easter Ham and Bacon advertisement was a main factor in assuring the success of our special Easter display, or whether it was the special display that made the advertisement a "puller." The fact remains, however, that both worked together to such extent that our Easter sales of Premium Hams and Bacon were extensive enough to be classed as one of our main merchandising successes of the year. The special window trim and display supplied to merchants comprised a great deal of miscellaneous material which would be difficult to reproduce in black and white and small space. So we submit our Easter newspaper advertisement as representative of the complete effort, and because we believe it was a decidedly important link in the chain."



The Canada Life Assurance Company, Toronto, consider this Pension Policy advertisement to be "one of their best." They write very fully, as follows:

"We are absolutely certain that this ad has brought worth while results, for every time we have inserted it in the papers we have received a large number of reply coupons fully completed, asking for information and resulting in direct business of very considerable volume. (This is also the case with others we have published).

"But we do not rely upon coupon enquiries as a basis for judging the the results of this advertising. We feel sure that for every person who has filled in a coupon, there are at least a hundred others who have been influenced by the ad, who would hesitate to fill it in for fear a Salesman will be sent to them immediately.

"In this advertisement, as in all others put out in the interests of the Canada Life, we have tried to make an appeal to the human nature and, as you will note, the illustrations down the left-hand side deal with the humorous side of life, and may apply to any man, and reading the illustrations he visualizes the future from his own viewpoint, while at the same time he is getting our idea into his mind.

"In putting out this form of advertisement some years ago, the Canada Life broke away from regular pratices with regard to advertising and it was said at the time by some critics that this style of advertising would not "go across," but we have since proven that it will.

"We have found the above advertisement, like others of its series, touches human nature in a spot not far from the heart and awakens a fellow feeling in every man who has handled (and mishandled) his income. Literally, thousands of coupon enquiries have been received, one from a boy of twelve, who was persuaded that he should now begin to provide for the sear and yellow years, and another from a man of sixty-two, who had realized rather too late that old age was approaching."

The Auto Strop Safety Razor Co. Ltd., Toronto, write as follows

"We enclose herewith copy of the first of our series of Christmas advertisements which we consider the best of our series for the year 1921. This advertisement was selected not be-

Industries Employing More Men Than Usual In B.C.

B. A. McKelvie, manager of the Made-in-B.C. campaign, in an address before 200 British Columbia manufacturers at Vancouver recently, stated that production in B.C., if it has changed at all, has increased during the past year.

"Industries up the coast," he said, "are employing just as many men as last year in most instances. The coal mines of Vancouver Island are employing more men than last year, and are working full time as compared with half-time a year ago. New coal plants have also been brought to production. Mining is also improving in the interior. Work for hundreds of men is being found which has not existed for years.

"Many new industries are being formed on the lower mainland and they are all proving big successes."

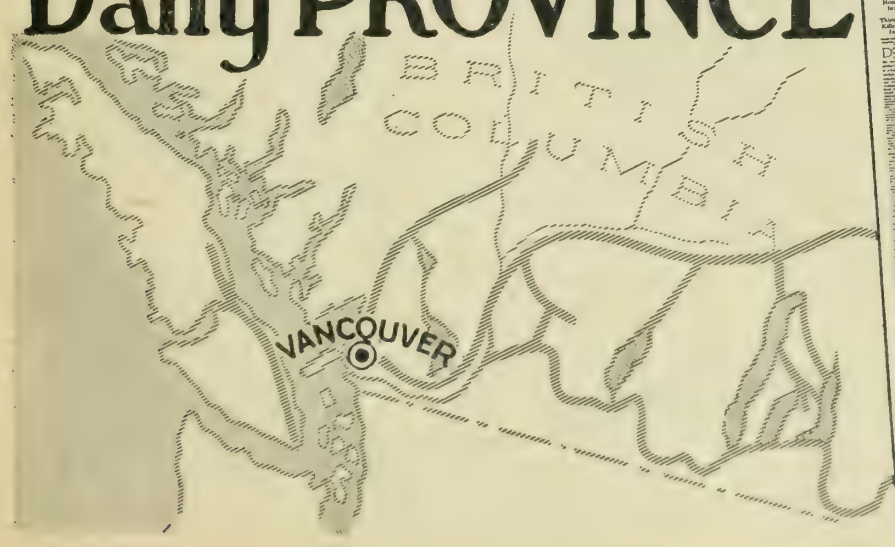
* * *

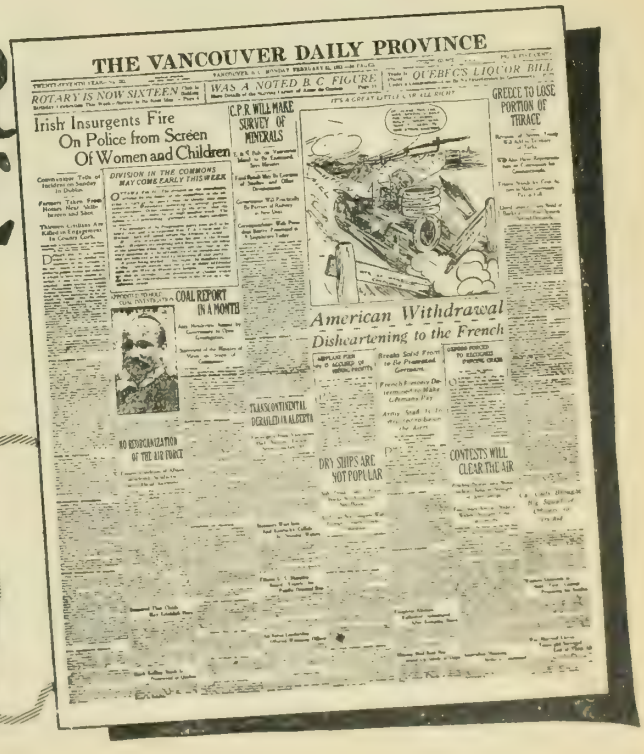
When conditions are generally good throughout British Columbia, they are invariably good in Vancouver. British Columbia's greatest newspaper, THE VANCOUVER PROVINCE, reaches over 60,000 homes on the Pacific slope every day.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE




THE VANCOUVER DAILY PROVINCE

ROTARY IS NOW SIXTEEN

WAS A NOTED B.C. FIGURE

QUEBEC'S LIQUOR BILL

Irish Insurgents Fire On Police from Screen Of Women and Children

C.P.R. WILL MAKE SURVEY OF MINERALS

GREECE TO LOSE PORTION OF THRACE

DIVISION IN THE COMMONS MAY COME EARLY THIS WEEK

COAL REPORT IN A MONTH

American Withdrawal Disheartening to the French

TRANSCONTINENTAL DERAILED IN ALBERTA

NO REORGANIZATION OF THE AIR FORCE

DRY SHIPS ARE NOT POPULAR

CONTESTS WILL CLEAR THE AIR

cause we consider it the best advertisement produced so much as the fact that it covers a definite object in sales persuasion. Besides containing a clear explanation of the razor and its advantages, it clearly appeals to the prospect determining the choice for a gift.

"The illustrations follow a complete routine. First, there is the purchasing of the razor over the counter. Then there is the recipient's contentment at receiving a gift which would have been his choice. Then the illustration of the gift in use. "We think that the illustrations tell a story without even saying a word, but we supplement it with timely copy stating that Valet Autostrop Razor as a gift removes any doubt of satisfction."

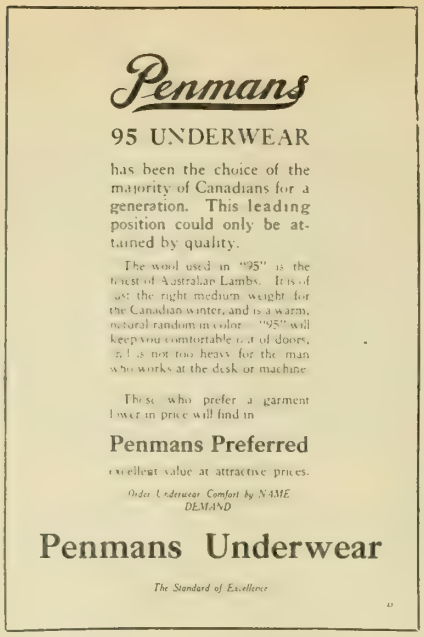
Lowe Brothers
Made mostly for women—but used by many men
IT was made for women from 14 to 74. It was made by a woman, and put together by a man. It's color is blue, because it stands for happiness. It's name is the Happy Happening, because it makes happiness happen. Makes it happen to homes, either inside or out. Among 99 other things, it has to do with Mother's kitchen and Father's automobile.
It costs you nothing, but its bound to save you much. It's one of those things it is best not to borrow, because you will never want to return it.
If you will send us 10 cents with your name and address, and just say: "Send the Happy Happening" along will come one of your own by return mail.
Lowe Brothers Limited
TORONTO, ONT.
Distributors
McKENZIE BROS., LTD
Winnipeg, Calgary
Paints

Lowe Brothers Limited, Toronto, sav that "it is a very difficult proposition for us to submit any one advertisement to which we can point as being better than any others, from the various phases of our advertising.

"We have, therefore, picked at random one of the advertisements used in our 1921 Publicity Advertising which is representative of the kind and quality of that particular phase of our 1921 Advertising.

"These advertisements were unusually effective. We believe first because of their simplicity; secondly because of the headline interest, and thirdly because of the fortunate title of the book which they offer for ten cents.

"The number of inquiries received from the series of advertisements advertising Happy Happenings far exceeded any previous publicity campaign that we ever launched."


Penmans
95 UNDERWEAR
has been the choice of the majority of Canadians for a generation. This leading position could only be attained by quality.
The wool used in "95" is the finest of Australian Lambs. It is of just the right medium weight for the Canadian winter, and is a warm, natural random in color. "95" will keep you comfortable out of doors, but is not too heavy for the man who works at the desk or machine.
Those who prefer a garment lower in price will find in
Penmans Preferred
excellent value at attractive prices.
Order Underwear Comfort by NAME DEMAND
Penmans Underwear
The Standard of Excellence

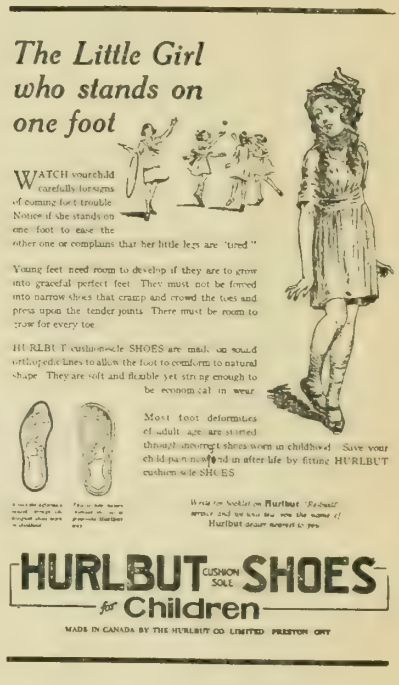
Penmans Limited, Paris, Ont., write: "We are pleased to attach proof of advertisement for Penmans 95 Underwear, which is probably the best thing we have had during the present year. We consider this to have been our leading advertisement because of the results it has accomplished."

It will be noted that the copy is brief and the layout of the simplest.

The Canadian Pacific Railway, Montreal, through its publicity department, sends the advertisement here reproduced with the statement that they "think it the best issued this year from the point of view of design". Certainly it is very beautiful to the eye, and the copy is most eloquently descriptive of the charms of the Canadian Alps.

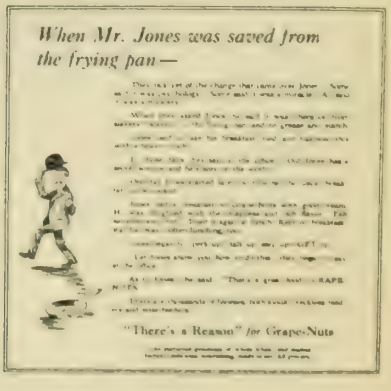
Mr. Hurlbut of the Hurlbut Company Ltd., considers the advertisement here reproduced, one of the series run during the Fall season just past, to be "the most forceful and productive of results."

"The opening sentence of this advertisement suggests a definite action which parents should take and is of such character to compel attention—bearing directly on the health and general well-being of the child. The argument in this advertisement tells the parent why


The Little Girl who stands on one foot
WATCH your child carefully for signs of coming foot trouble. Notice if she stands on one foot to ease the other one or complains that her little legs are "tired."
Young feet need room to develop if they are to grow into graceful perfect feet. They must not be forced into narrow shoes that cramp and crowd the toes and press upon the tender joints. There must be room to grow for every toe.
HURLBUT cushion-sole SHOES are made on sound orthopedic lines to allow the foot to conform to natural shape. They are soft and flexible yet strong enough to be economical in wear.
Most foot deformities of adult age are started through incorrect shoes worn in childhood. Save your child pain now and in after life by fitting HURLBUT cushion sole SHOES
HURLBUT CUSHION SOLE SHOES for Children
MADE IN CANADA BY THE HURLBUT CO. LIMITED PRESTON ONT.

this action, as suggested, is important, follows along with "the reason why" Hurlbut shoes safeguard the feet, and concludes with another statement suggesting action as follows: "Save your child pain now and in after life."

"We regard this argument as sound and straightforward, appealing to that greatest of all human interests—that of the parent for the child, in such a way as to compel favorable attention and action."



The Canadian Postum Cereal Co. Ltd., Toronto, send what they consider "one of their best ads." They make practically no comment upon this example or upon the series in general, which is familiar to every reader of MARKETING.

EAST and WEST

"East is East and West is West
And never the twain shall meet"

THIS wasn't written about Canada, but it is true, just the same. They ***can't*** meet, because they are both on the same road, and going the same way. ***And the West is stepping a little livelier.***

The West reacts quicker than the East. That's the difference which strikes the new Westerner first and strongest. It makes friends more quickly and whole-heartedly, enemies too. It more readily embraces new ideas and causes. It feels trade depression more quickly and seriously—witness Vancouver in 1913 and 1914—***but it reacts far more buoyantly to bull market conditions.***

A real Westerner may be flat broke to-day, but he expects to be rich to-morrow. That optimism makes him fertile soil for business development. ***When trade is quickening from past depression in the East you can add fifty per cent. at least to estimate conditions in Vancouver.***

The tide in Vancouver has turned. Christmas trade is excellent. ***By February the rise will be rapid.*** The season's fish pack was surprisingly good. *The big timber interests are preparing for one of the best years in their history, beginning the first of February*, with the American coast market setting the pace. Already building statistics indicate something like an old time boom. The residential figures for the past nine months of 1921 are over a million dollars higher than the whole year 1920, over double the total of 1919, seven times the total of 1918, over fifteen times the total of 1917, and over twenty times the total of 1916.

And the real tide of progress has only started

Incidentally, *The Vancouver World* is earning and getting its fair share of the development. While almost every city on the continent reports an advertising slump, *The World's* returns, month by month, show a good increase over last year. And circulation is growing steadily, in encouraging response to recent improvements in the quality of the paper.

C. F. CRANDALL
Managing Director

Vancouver Daily World

FOR INFORMATION
Eastern Agent
J. B. RATHBONE
95 King East, TORONTO
317 Transportation Bldg. MONTREAL
and Recognized Agencies

Massey-Harris
Every Massey-Harris Separator is Tested by Actual Skimming
YOU take no chance when buying a Massey-Harris Separator—It has been put through the most rigid tests before being shipped, including an actual test for closeness of skimming by means of the Babcock Test.
Every morning a supply of fresh milk is delivered to the Testing Department. After being driven by a belt for several hours to see that the bearings and gears are properly fitted, each separator undergoes the most severe skimming tests and must measure up to our high standard before it goes out.
This is your protection—you are sure of getting a Separator which gets all the cream all the time.
MASSEY-HARRIS COMPANY, LIMITED
Established 1847
Head Office, Toronto. Agencies Everywhere

The Massey-Harris Co., Limited, Toronto, find it difficult to pick any one advertisement as their best, but they say "this is one of a series which we look upon as our best efforts during the season. We put extra effort into the sale of Cream Separators during a certain part of the year, and the series of ads used in this connection seem to have had their place in greatly increasing our sales on this part of our line."

Always take an EVEREADY Flashlight with you everywhere
Eveready Flashlights should be in every home. To avoid a misstep — when lights go out and accidents happen—a portable light when and where you need it, the handy Eveready is worth a thousand times its price.
Money Back Offer
We have arranged with our dealers to let you try the new Eveready Flashlight. Order one from your dealer, pay for it, and then use it one evening, and if for any reason you do not think it will be worth to you many times its price, take it back and our dealer will refund your money.
There is an Eveready Flashlight for every purpose—tubular, pocket, and lantern types at prices ranging down to $1.30. The Spotlight is designed especially for outdoors, for automobiles, and wherever long distance light is required; the Diffused Flashlight for indoors, and wherever a broad field of light is needed.
EVEREADY FLASHLIGHTS
Only genuine Eveready Batteries will insure long-lived, bright-burning service for your Eveready Flashlight. But — Eveready Batteries fit and improve all flashlights.
CANADIAN NATIONAL CARBON CO., LIMITED
Toronto Montreal
Winnipeg Vancouver
The wise traveler always takes his Eveready Flashlight

The Canadian National Carbon Co. Ltd., Toronto, believe the advertisement here reproduced to be among the best of their 1921 series. It is probably impossible for them to trace direct results to any one particular piece of copy in the excellent series of which this was a part, but the entire campaign proved very successful.

A. E. Landon, Canadian manager of the Columbia Graphophone Company, Toronto, writes as follows concerning the advertisement selected as "the most successful the Columbia Company has used in Canada this year."

"Clean cut typographically with a strong focus on the important selling points.

Canada's Best Known Musical Instrument
With all the COLUMBIA Exclusive features
$95
A Model X for Christmas
It will be a happier Christmas with one of these mellow-toned instruments in your home. No instrument with such quality, workmanship and reproduction perfection has ever been offered at such a low price. Call today at any Columbia dealer's—a small deposit will hold one for you.
For $95 you can place in your home this superb Model X Grafonola, fully equipped with the modern improvements to be found only on the Columbia. For less money than you would pay for an ordinary instrument, you obtain with the Model X all these exclusive advantages: Streamline cabinet, Straight Tone Arm, scientifically correct acoustic design; and "the Non-Set Automatic Stop," the only Non-Set device which stops the machine when the record is finished.
This Columbia Model X is made exclusively for Canadians and more of them have been sold than of any other model ever offered in Canada.
You'll be passing a Columbia store today or tomorrow. Step inside. See and hear this marvelous Model X. Made in walnut, mahogany and tumed oak.
COLUMBIA GRAPHOPHONE COMPANY TORONTO
Columbia Grafonola

"We have been congratulated especially on the excellence of the art work. This was handled by a special process and we have been told that the impression of the cut as it appeared in the *actual* newspaper is quite an outstanding example of what can be done with a half-tone in a daily newspaper. In this regard it may serve to show the fallacy of the idea frequently expressed that half-tones are always smudgy and unsatisfactory—or at best, untrustworthy—for use in a daily newspaper.

"Aside from this it might be said that the purpose in this advertisement was not an ornate or embellished appearance but rather a clear and plain exposition of some of the main points of excellence in a good product. As such it answered its purpose admirably."

The Royal Bank of Canada, Montreal, send along what they consider to be one of the best advertisements used by them in 1921. "We have selected this advertisement," they write, "not on account of lay-

A Banking Service You Can Use to Advantage
THE steady progress and growth of this Bank, from a local institution in 1869 to the world-wide connections it enjoys to-day, have been founded on three principles
Enterprise—
Service—
Co-operation—
We are ready and willing to co-operate with you for the development of your business or trade.
Our Foreign Trade Department, Montreal, Que., will be pleased to answer trade enquiries.
THE ROYAL BANK OF CANADA
Total Resources $500,000,000

out or anything connected with typography of the advertisement, but because it gives prominence to the three corner stones upon which a great deal of the progress of The Royal Bank of Canada has been built viz., enterprize, service, co-operation."

The Waltham Watch Company Limited, Montreal, consider this Christmas advertisement of theirs "the most attractive of the series of

WALTHAM
THE WORLD'S WATCH OVER TIME
This Christmas Give a Waltham
WHEN you choose a Waltham, you select a gift which, by its reliable service and enduring beauty, will be sure of enthusiastic appreciation. The unique suitability of Waltham Watches when a gift of great distinction is desired, is strikingly shown by the presentation of a Waltham Watch to Marshal Foch, by the people of Boston, Mass., on November 14th, 1921.
The company's guarantee of quality goes with every Waltham Watch
Waltham Watches are a product of Canadian Industry
Ask Your Jeweler to Show You the Special Waltham Models at $15 and $25
GIFTS THAT LAST

advertisements they have been running this year." It will be noted that the slogan of the cooperative campaign conducted by the jewellers during the Christmas shopping season—"Gifts That Last"—was incorporated in this advertisement, falling into a natural position at the bottom of the design and forming a part of the border.

Xmas Sales Topped All Records

"Our Christmas business this year exceeded the highest expectations of any one in this store. We had expected to give our previous record a close run, but we hardly figured on a volume of sales that would surpass our best Christmas season's business.

"Yet this is what we did.

"And we are glad to have the opportunity of telling wholesalers and manufacturers through MARKETING that the volume of our Christmas trade is a tribute to the prosperity and responsiveness of the Western Ontario territory. We doubt whether any other district in Canada has been less affected by so-called "hard times" than the city of London."

——**JOHN A. NASH, Jeweller**
"Where You Will Eventually Buy"

No better evidence than the above could be adduced to prove the prosperity of the London territory. Nash's jewelry store is only one of many London stores whose Christmas sales are well above previous Yuletide peaks. Mr. Nash is a consistent advertiser in *The London Advertiser*, and attributes the remarkable development of his business in the last few years to an aggressive policy, *plus* the unusual responsiveness of the district.

The London Advertiser

LONDON **ONTARIO**

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

H. B. Muir
Managing Director

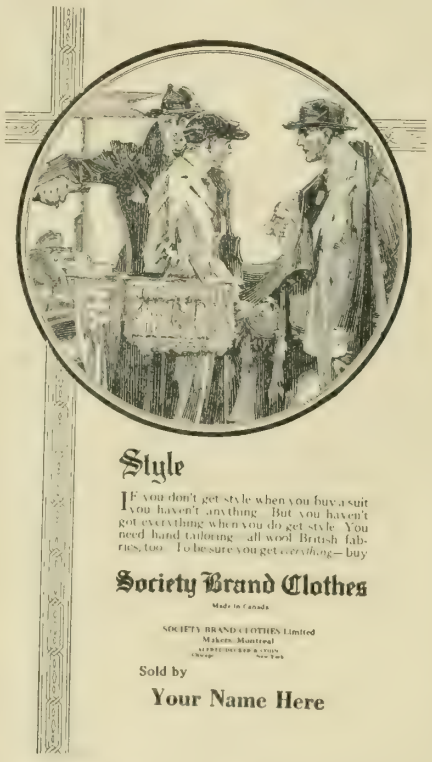
United States Representative —
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

"Nature was here so lavish of her store
That she bestow'd until she had no more"
Byron
Pascall
Delicious English
FRUIT BON-BONS
Here is something delightful and different for candy lovers. Nine real fruit centres, coated with thin crystal-pure sugar. Each Bon-bon a crispy, enticing confection that melts in your mouth and recalls to your taste the ripest, sweetest fruits of Summer
Not mere "flavors," if you please! but the actual fruit itself skillfully enclosed in a pure sugar-candy coating. Particularly suitable for children. Very appealing to your guests at an afternoon "affair." Each Bon-bon doubly wrapped by cleanly machinery.
These are the pure fruit centres used in Pascall's Bon-bons—
GREENGAGE APRICOT PLUM
RASPBERRY RED CURRANT BLACK CURRANT
ORANGE LEMON GOOSEBERRY
Your confectioner or dealer can supply you with Pascall's Fruit Bon-bons. Be sure to ask for them.
JAMES PASCALL (CANADA) LIMITED. London and Montreal

James Pascall (Canada) Limited, London and Montreal, submit an advertisement measuring 140 lines by 8 columns, which was the opening announcement of a campaign commenced in Canadian publications this fall. They consider this their best advertisement partly on account of its ability to dominate a newspaper page. Upon entering the Canadian market in a big way they desired to create a big impression at once, and believed that nothing short of dominant space could achieve this result. They also think the illustration particularly effective inasmuch as it emphasizes the point made in the copy —"Not mere 'flavors,' if you please! but the actual fruit itself skilfully enclosed in a pure sugar-candy coating."

The Hoover Suction Sweeper Co. of Canada Limited, Hamilton, writes: "We are enclosing proofs of the advertisement which we believe was the best all around advertisement produced during 1921. Others have copy which even we might consider a trifle stronger, but we do not believe that any combine so well as the Christmas advertisement all the elements of display and appeal.

"This decision, on our part, is the result of judgement and experience only, as no traceable results from the advertisement selected are as yet apparent, for it has only just appeared."


Style
IF you don't get style when you buy a suit you haven't anything. But you haven't got everything when you do get style. You need hand tailoring—all wool British fabrics, too. To be sure you get *everything*—buy
Society Brand Clothes
Made in Canada
SOCIETY BRAND CLOTHES Limited
Makers, Montreal
Sold by
Your Name Here

Society Brand Clothes Ltd., Montreal, responded with an advertisement from their Fall campaign, with the following comment:

"The beauty of this ad as it appears to us is the large dominant illustration which printed excellently in every paper on our list.

"This drawing suggests high grade clothes. The copy is brief and to the point. In this ad as well as all our other ads we used a special border which tied up with all the regular Society Brand advertising which appeared throughout Canada. This feature was adopted more or less to distinguish Society Brand advertising from all other clothing ads, and we believe that the readers who immediately saw our ad with the border recognized it as a Society Brand ad."

The Canadian H. W. Gossard Co. Ltd., Toronto, write: "We are forwarding portfolio showing our Spring and Summer 1921 advertising campaign. We thought perhaps you would be interested in seeing proofs of our entire magazine campaign as carried out in Canada.

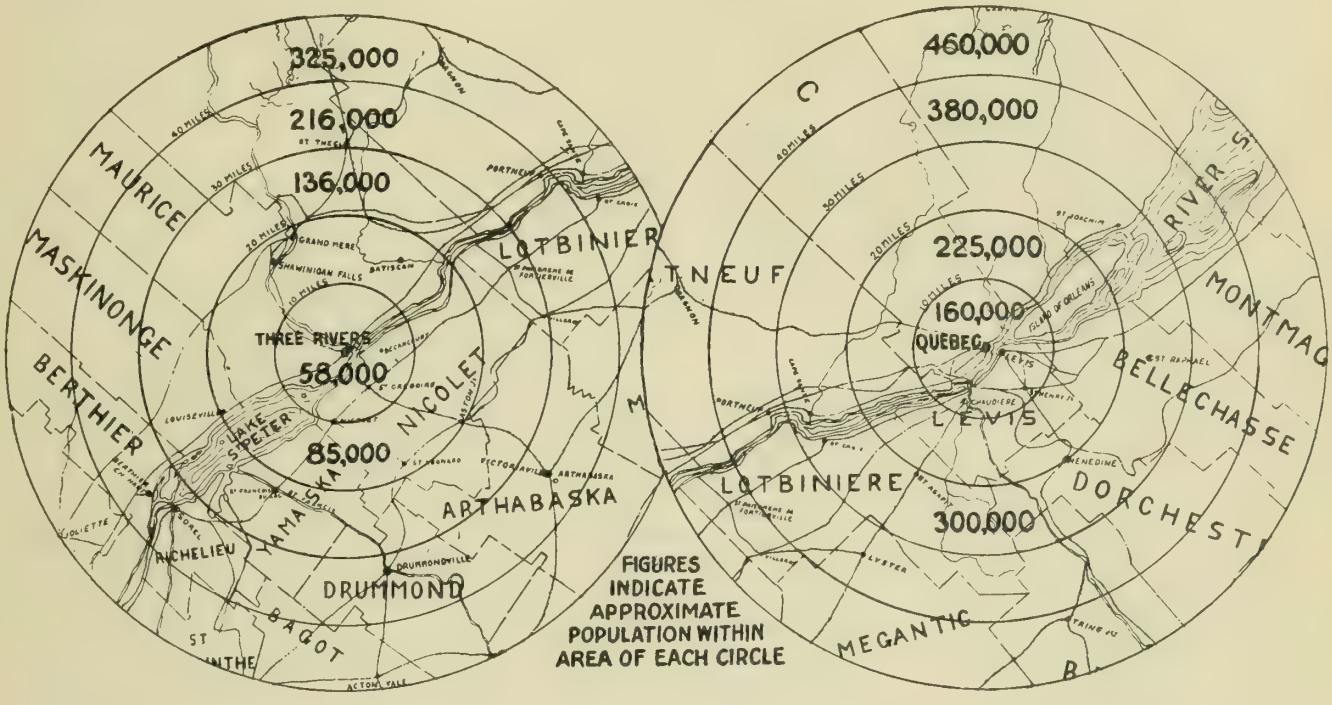
"As for the best advertisement—they are all good and it would be rather difficult to say just which one of them would be the best. However, in our opinion, the January 1921 *Canadian Home Journal* advertisement is the best from a typographical display and appeal standpoint. The heading, we believe, will attract the attention of a woman. The illustrations used, particularly those of the nine-figure type, always arouse interest in most women and serve the purpose of their visualizing what they might look like in a Gossard corset. We find the nine-figure type reproductions in our advertisements one of the best things that we have introduced into our advertising.

"A portfolio similar to the one we are forwarding to you is supplied to each one of our salespeople, who in turn show it to merchants displaying our goods. The showing of this portfolio always serves as a link-up between the dealer and our national advertising, and it helps sell Gossard merchandise to the dealer."

(*To be continued in January 15th issue*)

Your Best Market for 1922

More than a million solid, substantial, thrifty, prosperou French-speaking people are waiting to be told the advan tages of buying and using your product. How are you going to tell them?



Central and Eastern Quebec Province

THE million or more people living in the above sections of the Province can be reached effectively in only one way—through the French daily newspapers.

You can not cover this territory by using any single paper. You *can* reach and interest a big percentage of the best buyers in each of those districts by using two newspapers—*LE NOUVELLISTE* in Three Rivers and *L'EVENEMENT* in Quebec.

The circulation of *LE NOUVELLISTE* covers the cities of Three Rivers and Cap de la Magdeleine, and is widely distributed throughout the district, especially in Grand Mere, Shawinigan Falls and Nicolet.

SIXTY Per Cent. of *L'EVENEMENT'S* circulation is concentrated in Quebec city, Levis and nearby suburbs. It has a considerably larger home delivered circulation in Quebec city than any other paper.

Both papers showed very marked increases in circulation and advertising lineage in 1921. Both are following the most progressive lines of independent journalism.

The readers of both papers represent the progressive, prosperous classes who have the money to pay for what they want and who buy on a basis of merit and confidence.

If you choose your 1922 media on the basis of *value in influencing sales*, two of the first papers on your list will be

Le NOUVELLISTE & L'EVENEMENT

THREE RIVERS **QUEBEC**

A.B.C. Membership Accepted.

General Advertising Office—30 St. John Street, MONTREAL

EDITORIAL COMMENT

NOTICE

Effective January 3rd, 1922, the ownership of MARKETING AND BUSINESS MANAGEMENT, as well as LYDIATT'S BOOK and WHO'S WHO IN CANADIAN ADVERTISING, is transferred to a private company incorporated as MARKETING PUBLISHERS LIMITED. The business will continue at 53 Yonge Street, Toronto, with no change in the personnel or control. All the stock in the Company is owned by W. A. Lydiatt and those directly associated with him.

* * *

The New Marking Act

The new Customs Tariff Amendment Act relating to the marketing of foreign goods is scheduled to become law on January 1st. It says in effect that all goods entering Canada must bear a mark indicating their origin, a sound and sensible enactment whose provisions long ago became part of the established practice of numerous other countries. In the United States, Great Britain, France, Australia and elsewhere, precisely similar legislation has protected the consumer. It has stimulated the home trade generally, and it is difficult to see how experience along these lines in Canada can prove to be any exception to the universal rule.

It is alleged that the Amendment is being vigorously opposed in certain interested quarters, and that pressure is being brought to bear on the Government to suspend and, if possible, eventually discard the new law. It is difficult to conceive of any grounds for objection that can be logically sustained. On the other hand, numerous sound reasons can be advanced for extending the scope of the Act to include all goods made in Canada. Marking all Canadian-made goods in this way could only result in better workmanship and quality all round. Anonymity is always a hard thing to explain, and only those at the extremes of society need to travel incognito and in the dark. Canadian goods can travel in the day coach with the best, and with their place of origin as plainly portrayed as their point of destination.

Such marking of all Canadian products for home consumption would nullify to a great extent the influence of the American advertising that covers such large areas of the country in magazines from the United States. Its tendency would also be to encourage an improvement in Canadian national advertising which admittedly is not on a par with that to which reference has just been made. Once goods are so marked, quality must be maintained if they are to hold their own with the best that outsiders send. Publicity alone can proclaim merit, and merit alone will justify publicity. Under such circumstances it would no longer be possible to put, say, United States markings on Canadian-made shoes for the deception of those snobbish individuals who must have the imported article or perish.

From whatever point of view the question may be considered, it seems clear that the plain marking with their place of origin of all goods, imported, exported or manufactured solely for home consumption, cannot but help to further Canadian trade.

Cost-Cutting In The Office

The painful but salutary process of deflation through which business has been passing, and which to a large extent it is still undergoing, has led to numerous economies. Some of these retrenchments were obvious and overdue, but others occurred in directions where possibilities for saving had not been anticipated. Dire necessity to reduce costs led to the big item of "overhead" being subjected to microscopic scrutiny, and the deep and swift application of the knife alone saved many concerns from severe financial embarrassment.

One of the heaviest contributors to "overhead" is the office. Broadly speaking, this is the last department to be brought under the sway of scientific management. Many concerns whose plants are leak-proof models of organization keep their office in a condition that makes capacity work an impossibility. It has been discovered, however, that the office responds in dollars and cents to scientific management just as readily as any other department. There is a case on record of one office which reduced its staff fifty percent. This was done not only without loss of efficiency, but in some departments the output was actually increased threefold. There are innumerable such instances where changes for the better were brought about simply by the application of scientific methods. It is because office expenses have so large a bearing upon costs, and costs so great an influence on sales, that MARKETING has arranged for a series of articles by an expert on scientific office management. These articles will appear during 1922, and they will help to solve the problems that are found in the operation of both large and small establishments.

Scientific office management is an art all by itself. It involves problems and puzzles of its own that cannot be solved by the application of methods successfully used in the plant. It involves the correct way of doing many things which, if they are at present being done wrong, must be costing the firm much money. There are leaks in the best regulated offices, and in those which are managed in the perfunctory manner that is all too common, the leaks cannot fail to be severe. All the difference between profit and loss may easily be located in the office "overhead."

Hiring, training and firing office help is an administrative function that calls for scientific methods. Making attractive working conditions, determining the right equipment and planning of floor space, finding short cuts in accounting, speeding up the mail, the production of better letters, checking up on the advertising, and a thousand other things, are all involved in office management. Too many of these vital matters are left to chance or to some out-dated system that is in itself one huge leak.

"New Year Resolutions" as a rule are a delusion and a snare, but one that every business man may profitably make this year is to overhaul his office in search of leaks.

* * *

1921 has rewarded fighters. In this respect 1922 will follow strictly in its predecessor's footsteps.

To Advertise "As Usual" In 1922

Continued from page 9

covered, and will go in for more intensive cultivation of districts which promise better returns and distribution than heretofore.

"We cannot see where there is any possibility of a general reduction in advertising rates. The average of Canadian advertising rates is not now, nor has it ever been above the level of commodity prices, and we do find that advertisers are planning large appropriations on existing price basis.

Newspapers Offer Greater Value

"We believe that companies which in the past have been using billboards, trade papers, etc. exclusively, will turn their direction more to the use of the daily newspaper field because daily newspapers are today offering greater value than they have been able to heretofore in the nature of improved news services, better features, more general development and a keener attention to the needs of their own particular fields. We believe that more co-operative advertising will be used during 1922 than heretofore—that is to say, that retail, wholesale and manufacturing firms in like lines of business will co-operate in national and local advertising campaigns for the more intensive development of their markets.

"There has been an increasing tendency towards this form of advertising recently, which in most cases has been successful. We believe that this tendency will increase rather than diminish."

"There will be no reduction in advertising rates, for two reasons" says another daily. "First, notwithstanding the reduction in the price of newsprint, we still pay $90. per ton laid down in our press-room against $42.50 before the war. Second, because our agreement with the printers terminates June first 1922, when an increase takes place for a shorter working week. Our rates are low compared with American papers of equal circulation. We have had less than half-a-dozen requests for lower rates during the past six months, so that advertisers must be reasonably well satisfied."

"We do not believe that there will be any general reduction in advertising rates during 1922", says another, "and we are inclined to the opinion that advertisers are beginning to recognize this fact. Possibly, in some cases where advertising rates were advanced in keeping with the cost of production right up to the turning point, a reduction may be made and may rightly be expected. In our own case the increase in rates was not nearly in proportion to the increased cost. We thought we saw the end of high costs some time before that condition was reached, with the result that we allowed our rates to remain when we should really have increased them. There are doubtless other publishers in the same position.

"We find a disposition on the part of advertisers to exercise more than the usual amount of precaution in connection with their appropriations. We all believe that the turn has come, but we are all still feeling our way and it is not advisable to plunge ahead."

No General Reduction

"There may be occasional instances of a publication that has found its rates higher than others with which it should be compared, and it will have to make a reduction" is the opinion of another publisher. "But this will only be in isolated cases. There is no possibility of a general reduction in advertising rates. The great majority of Canadian publications cannot sell space at any lower rates than they are now obtaining—if they are to keep up the editorial quality and value of their publications.

"Canadian newspaper, farm paper and magazine rates stand comparison well with those of similar circulation in U. S. A. In our own case, our rate today is a trifle less per line per thousand than it was when we first started keeping A. B. C. records five years ago. We know of no reason in the world why we should be able to sell space at a lower rate per line per thousand today than we could in 1916. We have explained this carefully to any advertisers who have made inquiries as to possibility of reduced rates in our magazine. Today we do not know of a single line of business that is not running because of failure on our part to reduce our rates.

"During 1921 we have had two outstanding instances of important advertisers who declared they would not renew for 1922 except at a reduction in rate below what they were paying in 1921. One advertiser is a big user of full page space in black and white. The other is a big user of color pages. To these advertisers and their agencies we explained very carefully our position in the matter and our justification of our present rate—on the argument that never having advanced our rate per line per thousand during the high cost period following the war, there is no way now in which we could make a reduction—unless some very material and unexpected reduction should take place in the cost of white paper and labor.

"Today we have in our office contracts from both of these advertisers for the same amount of space which they used in 1921, and of course at our current rate.

To Try Something Different

"As is always to be expected where there is any kind of a shake-up or a slump in business, a number of advertisers will be changing their policies for 1922. Following a period when sales have not been satisfactory, there are always some who are ready to "try something different". This means that some who have been using magazines, for instance, may feel disposed now to give newspapers the bulk of their appropriation for 1922; and vice versa. We do know of two or three notable instances of advertisers who have spent the bulk of their 1921 appropriation in billboards who are coming back to newspapers and magazines with their entire 1922 appropriation".

Substantially similar views are expressed in other publishers' letters received.

Summed up this survey indicates that the volume of advertising in Canada during 1922 will be as great, if not greater, than in 1921, and considerably larger than previous years, with the exception of 1919—20 which may be regarded as abnormal. There will be close scrutiny of lists, and probably increased bargaining for concessions—with many changes in the lists of mediums used. There will be less extravagant use of space, size and frequency of advertisements being reduced. Some formerly familiar advertising will be missed, and much new advertising will appear for the first time. Many campaigns will not be planned as far in advance as usual, and there will be a greater tendency to check results carefully. Under the changed selling conditions and increasing competition there is bound to be greater selling and advertising activity.

ANALYSIS OF NEWSPAPER CIRCULATIONS

Based on the Daily Newspaper Publishers' Statements to A.B.C. for Six Months Ending September 30th, 1921

NAME OF PUBLICATION	CIRCULATION							Subscription Rates		Subscription Methods			
	Total City	Total Suburb.	Total Country	Total Net Paid	Arrears Over 6 Mos.	Arrears Over 1 Year	Total Distr.	By Mail Per Year	By Carrier Per Week	Free Prem. Offer	Club Offer	Circ. Contest	Carrier Contest
ALBERTA													
Calgary Herald	14,300	8,378	859	23,537	—	—	24,405	$8.00	25	No	No	No	Yes
Edmonton Bulletin—Morning	3,074	2,897	448	6,419	—	—	6,934	$8.00	.25	No	No	No	No
Edmonton Bulletin—Evening	430	1,008	214	1,652	—	—	2,020	$8.00	.25	No	No	No	No
Edmonton Journal	13,157	5,686	820	19,663	—	—	20,542	$8.00	.25	No	No	No	No
Lethbridge Herald	2,387	2,092	881	5,360	22	21	5,704	$8.00	.25	No	No	No	No
Medicine Hat News	1,547	133	182	1,862	21	125	2,170	$6.00	.25	No	No	No	No
BRITISH COLUMBIA													
Nelson News	945	2,611	211	3,767	239	154	4,395	$6.00	.75*	No	No	No	No
Vancouver Province	24,777	17,820	17,485	60,082	13	—	61,619	$6.00	.75*	No	No	No	Yes
Vancouver Sun—Morning	14,418	6,600	5,217	26,235	109	—	27,583	$6.00	.20	Yes	No	Yes	No
Vancouver Sun—Sunday	18,529	8,975	6,679	34,183	109	—	35,393	$3.50	.10	Yes	No	Yes	No
Vancouver World	6,474	3,594	5,939	16,007	391	119	18,739	$6.00	75*	Yes	No	Yes	Yes
Victoria Colonist—Morning	7,039	940	2,005	9,984	355	151	11,387	$6.00	1.00*	Yes	No	No	No
Victoria Colonist—Sunday	9,158	941	2,096	12,195	355	151	13,760	——	——	Yes	No	No	No
Victoria Times	7,020	663	1,042	9,725	6	—	9,363	$6.00	1.00*	No	No	No	No
MANITOBA													
Manitoba Free Press—Morning	8,332	266	15,801	24,399	—	—	24,882	$9.00	.25	No	No	No	No
Manitoba Free Press—Evening	26,374	1,371	16,181	43,926	—	—	44,297	$8.00	.25	No	No	No	No
Winnipeg Tribune	21,221	1,216	15,485	37,922	—	—	38,643	$8.00	.25	No	No	No	Yes
NEW BRUNSWICK													
St. John Telegraph	4,730	——	9,910	14,640	950	—	16,340	$3.00	.50*	No	No	No	No
St. John Times-Star	13,393	——	1,647	15,040	96	—	15,797	$3.00	.40*	No	No	No	No
NOVA SCOTIA													
Halifax Chronicle	2,670	——	7,676	10,346	256	—	11,806	$6.00	.18	No	No	Yes	No
Halifax Echo	2,755	——	6,683	9,438	300	—	10,291	$3.00	.18	No	No	Yes	No
Halifax Herald	3,946	——	10,559	14,505	207	—	15,148	$7.00	.18	No	No	Yes	Yes
Halifax Mail	11,808	——	3,956	15,764	246	—	16,582	$6.00	.18	No	No	Yes	Yes
Sydney Post—Morning	1,035	1,245	701	2,981	—	814	4,041	$6.00	.75*	No	No	No	No
Sydney Post—Evening	879	658	59	1,596	—	118	2,041	$6.00	.75*	No	No	No	No
ONTARIO													
Brantford Expositer	7,145	2,629	435	10,209	100	25	10,839	$4.00	.50*	No	No	Yes	Yes
Brockville Recorder-Times	2,083	1,506	248	3,837	329	196	4,557	$3.00	.35*	No	No	No	No
Fort William Times-Journal	3,897	483	469	5,134	112	49	5,682	$4.50	.15	No	No	No	No
Galt Reporter	2,833	1,254	112	4,199	43	1	4,593	$4.00	.15	No	No	No	No
Guelph Mercury	3,493	328	140	3,961	59	—	4,281	$4.00	.15	No	No	No	No
Hamilton Spectator	23,051	4,123	2,883	30,057	—	—	30,926	$5.00	.15	No	No	No	No
Kingston Whig	3,289	——	2,554	5,843	195	2	6,484	$2.50	.10	No	No	No	No
Kitchener Record	4,461	597	191	5,249	—	—	5,604	$4.00	.15	No	No	No	No
Lindsay Post	1,335	668	262	2,265	447	137	3,063	$4.00	.15	No	No	No	No
London Advertiser—Morning	599	13,040	5,755	19,394	1,672	1,674	24,363	$5.00	.15	Yes	No	No	No
London Advertiser—Evening	4,418	977	311	5,706	372	484	7,101	$5.00	.15	Yes	No	No	No
London Free Press—Morning	2,209	13,551	7,587	23,347	964	616	26,066	$5.00	.15	Yes	No	No	No
London Free Press—Evening	9,583	831	212	10,626	35	29	11,121	$5.00	.15	Yes	No	No	No
Ottawa Citizen—Morning	6,257	2,824	1,361	10,442	—	—	10,883	$4.00	.15	No	No	No	No
Ottawa Citizen—Evening	14,651	1,800	1,678	18,129	—	—	18,577	$4.00	.12	No	No	No	No
Ottawa Le Droit	4,288	1,078	3,803	9,169	589	193	10,581	$5.00	.12	No	No	No	No
Ottawa Journal—Morning	2,207	1,124	1,779	5,110	—	—	5,515	$4.00	.15	No	No	No	No
Ottawa Journal—Evening	13,289	5,148	3,003	21,440	—	—	22,059	$4.00	.12	No	No	No	No
Peterborough Examiner	4,541	1,212	441	6,194	309	336	7,298	$4.80	.15	No	No	No	No
St. Catharines Standard	5,502	2,642	686	8,830	—	—	9,399	$5.00	.15	No	No	No	No
St. Thomas Times-Journal	3,689	3,605	984	8,278	575	—	9,684	$4.50	.50*	No	No	No	No
Sault Ste. Marie Star	3,466	353	405	4,224	—	—	4,362	$4.00	.18	No	No	No	No
Stratford Beacon	1,658	760	218	2,636	225	154	3,337	$4.00	.50*	No	No	No	No
Stratford Herald	1,888	860	210	2,958	337	215	3,827	$4.00	.50*	No	No	No	No
Toronto Globe	31,578	16,322	52,026	99,926	—	—	101,247	$5.00	.15	No	No	No	Yes
Toronto Mail & Empire	51,954	16,343	35,370	103,667	276	21	106,141	$5.00	.12	Yes	No	No	No
Toronto Star—Evening	66,609	15,765	18,378	100,752	—	—	101,637	$5.00	12	No	No	No	No
Toronto Star—Sunday	83,342	20,462	22,171	125,975	—	—	126,319	$5.00	.10	No	No	No	No
Toronto Telegram	98,923	2,676	2,121	103,720	—	—	105,119	$5.00	.12	No	No	No	No
Windsor Border-Cities Star	12,761	4,142	1,351	18,254	—	—	18,632	$6.00	.15	No	No	No	No
PRINCE EDWARD ISLAND													
Charlottetown Examiner	382	——	834	1,216	312	—	1,879	$2.50	.25	No	No	Yes	No
QUEBEC													
Montreal Le Canada	5,398	958	1,421	7,777	1,356	—	9,649	$6.00	.75*	Yes	No	No	No
Montreal Le Devoir	4,275	1,066	6,279	11,620	150	—	12,540	$6.00	50*	No	No	No	No
Montreal Gazette	23,812	1,171	5,633	30,646	250	—	32,208	$9.00	1.20*	No	No	No	No
Montreal Herald	10,592	147	2,698	13,437	622	531	15,345	$3.00	.30*	No	No	No	No
Montreal La Patrie	9,978	1,447	4,640	16,065	260	125	17,720	$6.00	.55*	No	No	No	No
Montreal La Presse	170,866	13,902	23,136	107,907	1,602	1,258	112,509	$6.00	.60*	No	No	No	No
Montreal Star	74,232	1,735	30,655	106,622	—	—	109,042	$5.00	60*	No	No	No	No
Quebec Le Soleil	13,383	5,814	26,682	45,879	1,353	1,485	49,970	$4.00	.50*	Yes	No	No	No
Sherbrooke Record	2,020	4,522	2,859	9,407	—	—	9,765	$3.00	12	No	No	No	No
Sherbrooke La Tribune	1,197	2,910	1,615	5,722	1,518	—	7,569	$4.50	18	Yes	No	No	No
Three Rivers Le Nouvelliste	1,661	141	1,143	2,945	—	—	3,183	$5.00	.15	No	No	Yes	No
SASKATCHEWAN													
Moose Jaw Times	3,800	2,607	723	7,130	78	39	7,677	$5.00	.75*	Yes	No	No	No
Prince Albert Herald	1,529	908	201	2,088	—	—	2,973	$4.00	15	Yes	No	No	No
Regina Leader	4,901	9,062	5,716	19,679	—	—	20,570	$7.00	25	No	No	Yes	No
Regina Post	5,477	1,893	2,212	9,582	—	—	10,081	$7.00	.25	No	No	Yes	No
Saskatoon Phoenix	1,166	1,544	228	2,938	—	—	3,370	$7.00	1.00*	No	No	No	No
Saskatoon Star	5,823	13,169	1,984	20,976	—	—	21,670	$7.00	1.20*	No	No	No	No

* Per month. † Does not include U.S. Edition.

Calgary's Main Business Artery

THE WEST is not so young as it used to be. Alberta is now a comparatively grown-up province with well over half a million inhabitants—and still growing. The 1921 census reports the population to be 581,995, as compared with 374,663 in 1911, an increase of 207,332, or 55.34 per cent.

CALGARY, meanwhile, has become the metropolis of an immensely wealthy, thickly populated territory. The city itself now has a population of 63,117. But this growth from 43,504 in 1911 is negligible in comparison with the developments which have taken place during the past ten years—the tremendous increase in the use of automobiles by the farming population and the construction of an excellent system of highways—which have made Calgary the personal shopping centre for many thousands of farmers living in Central and Southern Alberta.

EIGHTH AVENUE, Calgary's main business artery, depicted above, is the centre of the second busiest shopping centre in the prairie provinces.

Herald Representatives

Representatives for Eastern Canada:
TORONTO
Edgar J. Guy, Royal Bank Building
MONTREAL
E. L. McArthur, 232 St. James Street

Representative for Pacific Coast:
VANCOUVER, B.C.
Frank E. Payson, 528 Winch Bldg.

Representatives for the United States:
CHICAGO
Henry de Clerque, Inc., 800 Mallers Bldg.
NEW YORK
Henry de Clerque, Inc., 17 West 42nd St.

Representative for the British Isles:
LONDON
F. A. Smyth, 29 Ludgate Hill, E.C.

The Herald Publishing Co. Ltd., CALGARY, Alberta

In Calgary *The* Herald

Gets First Attention

PRINTERS' STRIKE PETERING OUT

Union puts out "feeler" seeking opening of negotiations, but stumbles over "stipulations," acceptance of which employers insist are preliminary to any discussion. Union members said to be getting restless.

FOR some time more than rumors have been current in the printing world that the officials of No. 91 Toronto Typographical Union are anxious to negotiate with the Toronto Typothetae with a view to ending the strike that has existed since June 1921. It is generally believed that a settlement could be effected between the masters and the strikers if the latter felt reasonably sure that the Internatioinal Union would not penalize them for consenting to a conference on a basis specified by the Typothetae.

The basis referred to is contained in a letter dated November 17th from the Typothetae to Mr. Brady, Vice-president, International Typographical Union, Toronto. It consists of four stipulations, and attached to the communication is a list of twenty-one principles to which the employing printers also demand adherence on the part of the Union before consenting to a Conference. This letter was written in response to a verbal message from Mr. Brady and Mr. Gerard, President of Local No. 91, and presented by an intermediary, asking for a conference representing Toronto, Montreal, Hamilton and Ottawa. A reply from the Executive Committee of the Typothetae, speaking for Toronto only, advised that "no good purpose will be served by such a conference unless certain stipulations and basic principles are mutually agreed upon in advance, and authority granted to make public in advance of any conference your acceptance of the stipulations below and principles hereto attached."

The stipulations are four in number, as follows:—

Stipulation 1.—That present employees now at work in the composing rooms are not to be replaced by former employees returning to work, and that the present employees shall, owing to loyal service rendered, have preference over former employees.

Stipulation 2.—That following an agreement, your members shall return to work in the shops from which they left only in such numbers as may be required in said shops.

Stipulation 3.—That any agreement arrived at must include the 21 Principles attached and all other clauses in the agreement shall be logically developed therefrom.

Stipulation 4.—That if there be any clause or clauses proposed by either side upon which the negotiators cannot agree, that said clause or clauses shall be referred to arbitration to be accepted, rejected or altered, as the arbitrators may decide—decision to be based, as far as possible, on the established principles.

Attached to the letter from the Toronto Typothetae were the following twenty-one "Basic Principles:—

Principle 1—That employers and employees in the same trade may organize for the betterment of the Graphic Arts Craft and for their own advancement.

Principle 2.—Collective bargaining on the part of such organizations.

Principle 3.—Any agreement arrived at between such organizations must be logically developed from fair principles.

Principle 4.—That no employer or employee is to be discriminated against by either, directly or indirectly, for being a member or a non-member of the organizatiions subscribing to this agreement or any other organizatiion within the Graphic Arts Craft which operate in accordance with moral and legal laws.

Principle 5.—All employees and employers have the right to earn their livelihood in any legitimate manner, and that right shall not be interfered with directly or indirectly by any individual or organization.

Principle 6.—That neither party to this agreement is to be subject to the rules or regulations or laws of the organization subscribing to the agreement.

Principle 7.—That no rules, regulations or laws shall be passed or enforced by either organization which conflict with this agreement or the principles therein.

Principle 8.—Employees are entitled to minimum wages based on existing local economic conditions, the technical skill required and the value of the services rendered, plus as much more individually as an employee's industry, efficiency and responsibility warrant.

Principle 9.—The minimum wage should vary up or down in the same proportion as the cost of necessities of life increases or decreases and as economic conditions change for better or worse.

Principle 10.—That employees, such as Superintendent, Foreman and others who are responsible for employees under them, shall be considered as representing the employer.

Principle 11.—No attempt shall be made to limit the production of an individual or a machine just so long as production is not detrimental to obtaining satisfactory work.

Principle 12.—That apprentices shall be pronounced craftsmen or craftswomen as soon as they have thoroughly learned their trade regardless of the time served thereat.

Principle 13.—That employers and employees co-operate to train and educate apprentices.

Principle 14.—That a committee composed of both employers and employees shall have full charge of the registration and training of apprentices, with power to draft and enforce such rules and regulations from time to time as may seem essential thereto.

Principle 15.—That there should be no discrimination between men and women of equal ability in any craft.

Principle 16.—That for the stability of the Industry, agreements shall cover a period of not less than five years, same to be readjusted annually, if desired by either party, and all agreements be automatically renewed each five years unless notice of termination be given by either party not less than nine months prior to expiration of a five year period.

Principle 17.—That co-operation, conciliation and arbitration are essential to the successful development of the Graphic Arts Trade and are to the best interests of employer and employee.

Principle 18.—That in all agreements a Board of Conciliation shall be provided for, which board shall first consider all misunderstandings arising from the interpretation of an existing agreement and whose decision, if unanimous, shall be final.

Principle 19.—That in all agreements a Board of Arbitration shall be provided for, which board shall finally judge matters not unanimously passed by the Board of Conciliation, also the annual re-adjustment, if any, of the agreement in force.

Principle 20.—That provision be made for the formation of an Industrial Printing Trades Council of Toronto, which Council shall be composed of two representatives from each Union with whom agreements are in force, two from the Superintendents or Foremen and a number equal to the total Union representation from the members of the Employers' Association; and that the object of the Council shall be to educate and bring about co-operation between Employers and Employees looking toward the betterment of conditions in the Printing Trade for the mutual benefit of both employer and employee.

Principle 21.—That in all agreements it be specified that if an agreement be terminated and both parties desire a

Use the Main Entrance to OTTAWA

to introduce and move your merchandize

The Citizen

has through rigid supervision of its advertising columns, as well as the high character of its editorial and news pages, built a

Reader - Confidence and Influence

that make it a valuable medium for manufacturers who seek good company and a friendly welcome in the great bulk of the worth-while homes in this prosperous community.

The circulation of THE CITIZEN in the City of Ottawa and suburbs exceeds 25,500. Total circulation exceeds 29,400

The Citizen

OTTAWA'S FOREMOST NEWSPAPER

OTTAWA, Canada

If you want Ottawa you need *The Citizen*

St. Thomas

is the trade centre of a fertile and prosperous area, the trade from which is assured to St. Thomas

by its central position and location with respect to any other trade centre

by the attraction of retail stores unsurpassed anywhere in appearance or the variety, quality and quantity of merchandise.

by the excellent and famous motor roads of Elgin County and the concentration at St. Thomas of six lines of railways radiating to all parts of the territory

The St. Thomas TIMES-JOURNAL

is the

Home Paper

of the 50,000 people who buy in St. Thomas. It is the only daily published in city or territory and the only daily taken by over 90% of the people

For effective, intensive and economical service

use

The St. Thomas Times-Journal

Daily Net Circulation over 9,100

new agreement made, that such matters as cannot be mutually agreed to by both parties shall be subject to arbitration and the new agreement shall become effective the day following the expiration of the old agreement and any decision arrived at by the Board of Arbitration in connection with matters in the new agreement shall be effective from the beginning of the new agreement, which agreement shall be binding on both parties.

On receipt of the above communication, Messrs. Brady and Gerard again interviewed their intermediary, who is a member of the Toronto Typothetae, and suggested verbally certain changes in the stipulations and principles submitted. The Typothetae requested a reply in writing to their letter of Nov. 17th. Two days later the Union officials brought to their intermediary a letter which was to be delivered to the Typothetae on their pledge of secrecy. Such a pledge was refused, and on December 6th, no reply having been received from Mr. Brady or Mr. Gerard to the Typothetae's offer to confer, that offer was withdrawn.

Such anxiety on the part of the men's officials not to commit themselves in writing, and to hold a conference behind rigidly "closed doors," seems to indicate an unwholesome fear of some power outside their immediate ranks. As the matter stands, with the strikers willing but afraid to negotiate, and the employers with their plants working under practically normal conditions, the effort of the International Typographical Union (U.S.A.) to dictate higher costs for Canadian buyers of printing would appear to be on the verge of petering out.

Evidently there is growing dissatisfaction among the union members who are working in newspaper and other offices still operating under agreements with the I.T.U. For many months now ten per cent. of their wages has gone into the Union coffers to provide the "strike pay" for the out-of-works. One's enthusiasm for the Union tends to cool when it costs so much, and encouragement has been offered the members, therefore, by reducing this assessment to seven per cent. While there seems no likelihood of the Union capitulating because of shortage of funds, there is growing anxiety about holding its members. A dozen compositors have returned to work during the past fortnight.

* * *

Should "Marking Law" Be Suspended

Protests against it should be carefully traced to their source. As a measure which furthers honest trading it merits general support.

ON January 1, 1922, the new Customs Tariff Amendment Act will come into effect. Its object is to have all foreign-made goods entering Canada marked with the country of their origin.

Strong opposition to the new regulation is being shown in certain quarters where it is hoped that sufficient pressure will be brought to bear on the Government to suspend and finally defeat the obnoxious Act. It is difficult to appreciate these objections. Similar enactments have been in force for sometime elsewhere, to the distinct advantage of home industries and the furthering of honest trading generally. This is true of Great Britain, the United States, France, Australia and many other countries.

On the face of it, the Act is fair and sensible. Whatever its primary object, the many benefits it will bestow on Canadian industry are so obvious that protests against its enforcement should be carefully traced to their source. If, for example, it is found that Canadian branches of American firms operating in Canada are strongly against the Act, such opposition can be readily understood even if it is impossible to appreciate it.

Many of these branch concerns from the United States are little more than assembling shops or packing warehouses. The raw materials, parts, packing cases, cartons, labels and printed matter used may all be manufactured in the United States. Under the new law, all these articles must be clearly marked with their place of origin. This, the objectors claim, is a practical impossibility. It may conceivably be a very annoy-

The 'Why' of *JOURNAL* Dominance

IN the Ottawa Field the advertising value of THE JOURNAL is so pronounced because its clientele comprises the dominant men and women in the community.

THE JOURNAL is, to a marked degree, the home paper of the leaders of thought in the Capital—the families of good taste and erudition with the ability to gratify their desires for worth-while merchandise.

Its undoubted prestige has been built up on its record as a newspaper—its sane, constructive editorial policy, its many community enterprises, its complete news-gathering services, its accuracy and reliability.

Through THE JOURNAL'S Promotion and Service Department, National Advertisers and Agencies are kept in closest touch with the merchandising possibilities and developments in this fertile field.

It is very gratifying to learn how greatly this gratis service is appreciated—a recent letter speaks of our efforts as "100% higher than any other paper I know of doing business today."

That we may have further opportunities for service in a New Year of unbounded possibilities is the earnest wish of

The Ottawa Journal

The Morning Journal *The Evening Journal*

Members A.B.C.

Home Town Papers Swamp Big Dailies

THE National Advertiser must use the SELECTED TOWN WEEKLIES to adequately cover Ontario.

The Toronto daily is supreme in Toronto, but the HOME TOWN PAPER is supreme in its own field.

The metropolitan newspaper is of no more value in a small town than is the small town paper in Toronto.

Advertisers should bear this fact in mind when deciding on their 1922 campaign. Convincing evidence in support of this contention will be furnished on request. Facts and figures given.

If you want to get to the real consumers in Ontario and, at the same time, hook up closely with the local dealers, use

The 43 Fine Papers

comprising the

SELECTED TOWN WEEKLIES

OF ONTARIO

L. S. GOWE, Representative

105 King Street East

TORONTO

Telephone Main 3360

ing and laborious task to comply strictly with the new regulations, but the fact does not embarrass the United States Customs in making a precisely similar demand with reference to Canadian goods consigned south of the line. If each Canadian-made container shipped to the United States must be stamped "Made in Canada," what logical reason is there for permitting American-made containers to enter this country without bearing any indication of their origin? Uncle Sam is perfectly within his rights in insisting that every piece of Canadian printing should be stamped with the name of its birthplace before he will admit it through his toll gates. There is nothing harsh or arbitrary or unfair in Canada's ruling that all printed matter from the United States or elsewhere shall be similarly and individually identified.

The case has been quoted of a Canadian branch of an American concern which manufactures a toilet article in large quantities. The article itself is made more or less completely in Canada, but the cartons come from the United States. These cartons carry the proud boast, "Made in Canada," the words referring, of course, to the contents and not to the container. Under the new Customs Tarriff Amendment Act, these cartons must have printed on them their source of origin. This means that the same container would bear the mutually contradictory statements, "Made in Canada" and "Printed in the U. S. A." It is asked with some warmth if such a palpable absurdity is to be insisted upon. If the cases were reversed, and a similar question were asked of Washington by a Canadian firm operating in the United States, the simple-minded inquirer would be rewarded with a polite but sardonic smile. The obvious suggestion would be made that he get his containers where he gets their contents. A similar solution in Canada should not be beyond the wit of man to devise.

Elsewhere in this issue appears a summary of the amendments to the Act issued from Ottawa a few days ago.

* * *

Toronto Advertising Club Heard Marquis Regan

THE militant spirit which has recently made itself felt in the Toronto Advertising Club was very much in evidence at the dinner held in Bingham's restaurant, on Thursday, December 15, when Marquis Regan, merchandising counsel for the W. H. Rankin Company, advertising agents, of New York and Chicago, delivered an address on "What Merchandising Can Do For Canada."

The committee had been very active prior to the date and a representative attendance of all classes of advertising men was secured. An excellent dinner, a good musical programme and a fine address were provided, with the result that when L. J. Cunniff, at the close of the proceedings made a strong bid for increased membership, the non-members present were in a mood to agree with him that membership in the Toronto Advertising Club is well worth while.

Mr. Regan's address was packed with practical instances of how merchandising ideas had been successfully worked out by a number of concerns during the past year, when sales were slumping. In this connection he emphasized two main points, the time element, and the element of concentration.

In illustration of the latter point he related the story of a lawyer who had been called in to defend a client, and had been given 17 points on which to build up his defence. On the day of the trial he used only one of the points and won the case. When questioned by the defendant as to his temerity in resting the case on a single argument the lawyer observed that if one point was sufficient to win the case it was useless to drag in the other sixteen and confuse the minds of the jury.

Mr. Regan claimed that the same prin-

Dinner Toronto Advertising Club December 15th. Though a poor photograph it was a good meeting.

Some Canadian Executives

of

SMITH, DENNE & MOORE

LIMITED

Toronto Montreal London New York

Lt.-Col. JOHN A. COOPER
Vice-Pres. and Treasurer.

HARRY M. TANDY
Secy. and Chief of copy.

M. B. McCAUSLAND
Production Manager.

An Advertising Agency is "fully equipped" only when it can offer its clients

KNOWLEDGE
INFORMATION
EXPERIENCE
HONESTY
OF PURPOSE

S·D&M
LIMITED

HAROLD M. REID
Vice-Pres. at Montreal.

JOHN C. HOGAN
Account Executive.

SMITH, DENNE & MOORE, LIMITED

General Advertising Agents

LUMSDEN BUILDING, TORONTO

FRANK G. SMITH, President; JOHN A. COOPER, HAROLD M. REID, Vice-Presidents; HARRY M. TANDY, Secretary; HAROLD A. MOORE, Director in Great Britain

Leading The Field

In Circulation
In Rate
In Prestige

If you want circulation, THE SUN has it. It is the largest circulated farm paper in Ontario.

If you want Rate, THE SUN has it. Compare our rates with those of the other Ontario farm papers. We have a lower rate, for a larger circulation.

If you want Prestige, THE SUN has it. Because it is the official Newspaper of the U.F.O. Because it is owned by its readers, which creates a reader interest or ownership which is of great value to an advertiser.

Ask for our A.B.C. Statement and see how our circulation is secured. No subscription canvassers are employed, and no premiums are offered. Our circulation is A1.

THE SUN has increased its circulation from 11,000 to over 45,000 in ess than three years. ***All this was voluntary circulation,*** and shows that the farmers of Ontario appreciate their own paper.

The
Farmers' Sun

299 Queen Street West
Toronto, Canada.

Member A.B.C.

45,000
Circulation guaranteed
twice a week

ciple should be observed in merchandising. The merchant should not be asked to concentrate on too many items at once. He instanced cases of manufacturers reducing the number of their lines, in order to get greater dealer co-operation. The Eveready Flashlight people were cited as having reduced their lines from 77 to 25. Another concern was instanced as having done some unusually effective merchandising work on six lines. This firm sold to hardware dealers, and they figured out a 52-week plan covering 24 items, of which only six were their own. The plan covered window and counter displays, local newspaper advertising, etc., featuring these 24 articles throughout the year, according to seasonal demand. The dealers actually bought the service from the manufacturer because it was so comprehensive and because it saved them the trouble of planning displays and advertising of their own. By this means the manufacturer succeeded in getting at least one of his six lines in the windows of these dealers throughout the 52 weeks.

This, said Mr. Regan, was an unusual proposition. As a rule it was folly, he said, to expect dealers to push your goods for more than a limited period of time—three months at the outside. Thirty days, even, is a long period over which to expect dealers to give your product prominence in their selling efforts. It is for this reason that so many different kinds of "weeks" have been inaugurated. Manufacturers have quit kidding themselves that dealers are going to push their lines all the year round, or even for several weeks on end. They have, therefore, concentrated on a much shorter time period, but have really secured a much more intensive type of dealer co-operation.

A considerable portion of the address was devoted to a narration of the facts behind the last Eveready contest, which Mr. Regan handled. On the surface the campaign looked like "just another of *them* things," but behind it was a merchandising scheme which enabled the Eveready people to sell their full quota of goods before the contest was even announced.

The dealers were informed of the extent of the national advertising aimed at getting the consumers interested. It was then pointed out to them that the contest picture could only be seen in their windows, and that contest blanks could only be secured in their stores. With this double incentive to take an active part in the plan it was not difficult for Eveready salesmen to get them to stock up.

Mr. Regan stated that in Canada over 2,500 dealers were lined up, a much larger percentage on the basis of population than was the case in the United States. Over 350,000 contest coupons were received in all.

In reply to a question from W. T. Gregory, the chairman of the evening, Mr. Regan explained the reason for the Eveready people dropping the name "Daylo," after spending thousands of dollars to secure it. He said that in the first place they did not really need a name; but merely used it as the basis of a contest which enabled them to get dealers and consumers alike interested in their product. Two years later the Eveready laboratories discovered some new developments which caused the company to sharply divide their output, turning out two distinct kinds of flashlights—one which concentrated the light into a spot at a considerable distance, and another which diffused the light on immediate surroundings. To call these "Eveready Daylo Spotlights" and Eveready Daylo Spreadlights" would have been too cumbersome, so they dropped the "Daylo" which, as Mr. Regan remarked, with a smile, was a constant source of irritation to over half-a-million contestants who had sent in a name which they believed to be more apt and striking.

In speaking later of salesmanship the visitor mentioned that the head of the Dennison Tag company was credited with saying that the majority of salesmen devote only 15 per cent of their time to selling; the balance of their time being taken up as follows: ten per cent clerical work,—filling out forms and reports, etc.—and 75 per cent walking and waiting. If the slender percentage devoted to actual selling could only be increased to 30 per cent the sales expense could be cut in half.

In conclusion Mr. Regan predicted the early entry of a great, substantial, progressive business era, as a result of the deliberations now proceeding in Washington. His opinion was that this legitimate business boom would be the most widespread and the most lasting that the world has ever seen, and he was of the opinion that Canada, because it had reached an especially opportune time in its developement, and because of its immense resources would be in a position to take more advantage of the vast opportunities now presenting themselves than perhaps any other nation.

The speaker further declared that because Toronto is the real business metropolis of Canada, the Toronto Advertising Club had a most important part to play in this new era. Sound and practical merchandising ideas, radiating from the Club, would have a tremendous effect upon the reduction of economic waste, upon the reduction of wasted sales efforts, upon the turnover of merchants, and thus by speeding up the machinery of distribution eventually lead to the increased prosperity of the country.

* * *

Smith, Denne & Moore, Ltd. Announce Changes

Smith, Denne & Moore Ltd., advertising agents, Toronto, have recently reorganized their personnel. Lt. Col. John A. Cooper, who joined the company as an account executive some months ago, becomes Vice-President and Treasurer of the company. Harold M. Reid, director at Montreal, has become a Vice-President and will assist in the general direction of the company's affairs.

Harry M. Tandy, who has been with the firm for some years, has been made Secretary.

John C. Hogan, formerly assistant advertising manager with the Continental Publishing Company, has joined the staff as account executive and copy writer.

* * *

Grain Grower's Guide Reduces Rate

Effective December 1st, 1921, the advertising rate of The *Grain Growers' Guide*, Winnipeg, was reduced from 65c to 60c per line. The circulation guaranteed on this rate is 75,000.

STOPPED at the Border

Shipment Canadian-Made Tins Stopped Because Not Stamped

Recently a carload of Canadian-made tin cans, consigned to a United States concern, was stopped at the border, and the shipper notified that before the goods could enter the United States each can would have to be marked with the name of the country of origin. But United States containers have been constantly coming into Canada for years without being marked

Washington, U.S.A., Ruled Each Christmas Card to be Marked "Printed in Canada"

A shipment of Canadian-made Christmas Cards (in reality an art speciality) was likewise stopped at the border within the last few weeks The shipper took the case to Washington, and Washington ruled that 'Made in Canada' on the package was not enough—that each individual card must be marked But United States printed specialities—calendars, cards and advertising have been coming into Canada without their origin being disclosed, for years

Canada's New Law Relating To Marking of Foreign-Made Goods is Just and Sane

It does not demand as much of foreign countries as the foreign countries have for years been demanding of us The Canadian Act, in effect, is the same as the general marking Act of the United States, but in addition the United States law contains other drastic marking requirements which are incorporated in various items of the U S tariff

Should they be allowed to bring goods, containers, wrappers, labels and advertising into Canada and pass them off as Canadian products, if they choose, while they refuse to permit our products to cross the border without being marked "Made in Canada"?

Should we permit it to be possible for the British Jobber to buy German made or Japanese-made goods, place his own label thereon, bring them into Canada from Britain under the regulations of the preferential tariff and pass them off on us as British made?

No Real Red-Blooded Canadian wishes to be Deliberately Deceived

and the origin of a piece of merchandise, or the advertising which is designed to sell it, is kept secret for but one purpose—to deceive the buyer If deceit is right, this new law is wrong If deceit is wrong, then the law is right

France, Australia, and many other countries besides the U.S. have drastic "Mark of Origin" laws, and enforce them to the letter

Presented for your consideration by
United Typothetae of America—Canadian Division

CANADIANS!

In justice to our National self-respect, in justice to Canadian labour and honest Canadian business, in justice to every Canadian buyer in the land, the new Customs Tariff Amendment Act scheduled to go into operation January 1st, 1922, says in effect that Foreign-Made Goods entering Canada must, if possible, without working injury to the goods, bear a mark proclaiming the country of their origin

Unfortunately there are those with "The Axe to Grind" who take the attitude that it's none of the buyer's business who makes the goods he buys—that it's none of his business from whence originated the advertising which induced him to buy those goods.

As an example An American manufacturer sends you a piece of advertising marked "Printed in U.S.A."—you buy his product because of it—you knew where the product was made and who makes it—a strictly legitimate transaction You receive another piece of advertising mailed, say, from Toronto—printed—no one in Canada knows where It tells you in glowing terms about a Made-in-Canada Product, which, as far as you know, might have been shipped into Canada in bulk packed in a foreign made container and bearing a foreign-made label or wrapper which bears the false statement "Made in Canada" Is it right? Orphan Goods and Orphan Printing cannot enter the United States—they respect their market and their buyers Shall we respect ours any less? Shall we continue to extend an open-house invitation to the illegitimate offspring of International Commerce? Shall we continue to be a dumping ground for the Orphan Product which can find no other home?

Pressure will be brought on the new Government to suspend the operation of this new law with the idea of eventually defeating it entirely.

You Canadian men and women with real backbone—with business-like heads on your shoulders—with judgment and common-sense to back up your respect for your country, ASK YOURSELF THIS QUESTION In the name of Canadian Labour, Canadian Industry and the Canadian Buyer—

Who is it that wants Canada to give to other countries that which they refuse to give to Canada?

THE CHIEF WEALTH-PRODUCER IN

OTTAWA FARM JOURNAL TERRITORY

The Value of Concentration

ANALYSIS of the reasons for the continued splendid advertising support accorded *THE OTTAWA FARM JOURNAL*—more than 5,000 lines in excess of any other Farm Paper with one exception, as shown in recent "Marketing" figures—reveals one striking fact.

There is No Waste Circulation

Less than 600 copies of its total distribution of nearly 25,000 are circulated outside the seventeen Countries of Eastern Ontario, and English-speaking Western Quebec.

And in this concentrated territory, *THE OTTAWA FARM JOURNAL* has a circulation 9,000 greater than any other Farm Paper.

You cannot hope to cover the prosperous and progressive agriculturists of the Great Central Dairy Belt unless you include this indispensable medium in your 1922 schedules.

Ask your Advertising Agent

The
Ottawa Farm Journal

Ottawa **(Member A.B.C.)** **Canada**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
347 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Postal Rates On Notices Of Meetings, etc., Advance

Cards of invitation and notices of meetings in which the name of the person invited, the object and place of gathering are indicated in manuscript or typewritten, and advices of the despatch of goods wherein the date of despatch is indicated in manuscript, at present classified as third-class matter, liable to the postage rate of one cent per two ounces or fraction thereof, will, on and after January 1, 1922, be liable to first-class rate of postage (letter or postcard rate as the case may be).

✣ ✣ ✣

Montreal Publicity Association After New Members

The membership campaign being run by the Montreal Publicity Association is meeting with great success, reports Chairman C. N. Valiquet, who is in charge of the drive. Another hundred live men is the aim, and will bring the membership up to the limit of 350. Teams have been formed to work different sections of the business community. An effort is being made to interest the senior selling staff of wholesale and retail concerns. The association has much of value to offer to such men and women, who in coming will benefit themselves as well as broaden the base of the association.

✣ ✣ ✣

Death of A. Gordon Tait

A. Gordon Tait, Publicity manager for the Royal Bank of Canada, Montreal, died suddenly a few days ago, after a short attack of pneumonia. He was very well known in advertising and publicity circles, having been with the bank for over 20 years. He is survived by Mrs. Tait and three children.

✣ ✣ ✣

Fish Campaign Mooted

The possibility of a national publicity campaign to further the consumption of Canadian fish was indicated by J.A. Paulhus, of the D. Hatton Co., Montreal, in an address beffore the Chambre de Commerce de Montreal recently. The Fordney tariff will cut off the American market at one blow, he declared, and the only hope for the industry is to cultivate the home market to the limit.

✣ ✣ ✣

Tribune Raises Rates

The Winnipeg *Tribune*, announces a raise in rate from 9c to 10c effective February 1st, 1922, stating that the former rate was fixed in August 1920, subsequent to which the Winnipeg *Telegram* was purchased and its circulation absorbed.

✣ ✣ ✣

A Rumanian publicity man, Octave Gariesco, has arrived in Montreal, his temporary address being the Rumanian consulate, 17 St. James street. To increase Canadian knowledge of Rumania and its requirements is to be his aim. He represents the *Franco-Rumanian*, a paper supported by the Rumanian Government and published in Paris, France, and *L'Eco d'Italia*, also published in Paris.

✣ ✣ ✣

Chas. H. Fuller Co., advertising agents, Chicago, are sending out copy to Canadian publications for Stuart's Calcium Waters manufactured at Marshall, Mich.

Reaching the Best in the Farm Market

RURAL CANADA and its great market possibilities make the columns of The Farmer's Advocate and Home Magazine of great value to you.

Born in 1866, the Advocate has consistently held to the leadership of all the farm journals. It maintains a strong staff of highly efficient editors who are *practical men,* and among its contributors are numbered the most outstanding authorities and writers on Farm topics on the continent. It is printed on high grade paper—which never varies in in quality for a single issue—and pictorially, the Advocate stands alone.

By continuing to maintain its superiority and leadership this publication has built up a large circulation among the best class of farm readers.

Any Manufacturer may consider them worthy prospects for his product—and the columns of The Farmer's Advocate a worthy messenger for his sales story.

The William Weld Company, Limited

Member A.B.C. Since Start

London **Canada**

Publishers

The Farmer's Advocate and Home Magazine

We Have
Machinery
For Sale

Are you getting the Buyer's Viewpoint?

Is your advertising painted on the inside of your window where it looks fine to you, but is quite incomprehensible to your prospective customers?

Only by using business and technical papers of established worth will you be able to reach your market with an appeal that is understood.

We maintain a Copy Department that is the acknowledged authority among advertising men on technical ad writing.

Hugh C. MacLean Publications

Chicago Boston — Limited TORONTO — Montreal New York

Contract Record & Engineering Review
Canada Lumberman
Electrical News *Canadian Woodworker*
Footwear in Canada

Maclean Building Reports
Daily Service covering whole Dominion

HUGH C. MACLEAN WESTERN
LIMITED
VANCOUVER WINNIPEG CALGARY

Western Canada Contractor & Builder
Western Lumberman
Western Canada Coal Review
Commercial & Retail Merchants' Review

Printing House Craftsmen Elect Officers

The Toronto Club of Printing House Craftsmen held their annual election of officers at a well attended supper meeting at the Mossop Hotel, Wednesday, December 7. The officers elected for the coming year were as follows: President, Chas. W. Keates, Southam Press; Vice President, H. D. Tresidder, MacLean Publishing Co.; Secretary, T. H. Saunders, Southam Press; Treasurer, G. C. Lumbers, Business System, Limited.

* * *

Farmer's Advocate, Winnipeg, Becomes Semi-Monthly

Effective the 1st of January the *Farmer's Advocate and Home Journal*, Winnipeg, becomes a semi-monthly publication, issued on the 10th and 25th of each month, instead of weekly as formerly.

* * *

A. J. Denne & Co., Ltd., Open Offices

A. J. Denne, who recently severed his connection with Smith, Denne & Moore Ltd., advertising agents, has announced the formation of a new agency under the name of A. J. Denne & Co. Ltd., with offices at 43 King St. W., Toronto.

* * *

John McClary Dead

John McClary, founder of the McClary Manufacturing Company, reputed to be the largest stove concern in the British Empire, died at his home in London, December 11, in his 93rd year. Mr. McClary was among the oldest of Canada's active business men. He was at his office three days before his death.

* * *

A large delegation of Scottish woollen traders will visit Canada this month to enquire into manufacturing and marketing conditions in this country.

* * *

The Nukol Fuel Company Ltd., Toronto, incorporated in 1919 with a capital of $1,000,000 has made an assignment.

* * *

The Prince Rupert *News* has been admitted to membership in the Audit Bureau of Circulations.

* * *

John B. Maus, formerly export manager of the Fisk Rubber Company, has been appointed sales manager of the Oak Tire & Rubber Co. Ltd., Toronto.

* * *

The Montreal office of Smith, Denne & Moore Ltd., is sending out copy for Houbigant Limitee, perfume manufacturers, to a limited number of magazines and newspapers.

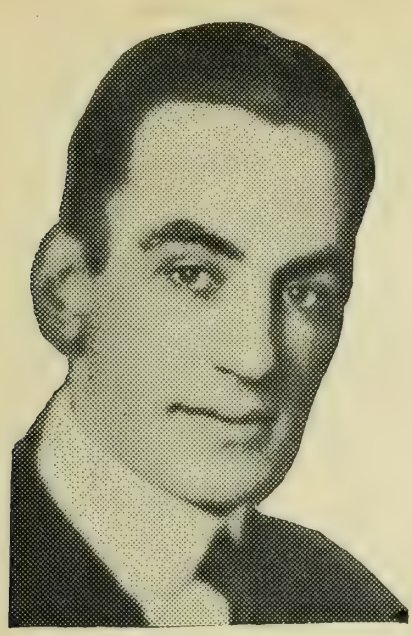
* * *

Contracts and copy for the Municipal Bankers' Corporation Limited of Toronto are being sent out by the Toronto office of R. Sykes Muller Co. Ltd.

* * *

A large announcement in daily newspapers during the past month heralded an aggressive attack upon the Canadian market by the well known British firm of James Pascall. The copy, which is being placed by J. J. Gibbons Ltd., features Pascall Fruit Bon-Bons, and is signed James Pascall (Canada) Limited, London and Montreal.

Joins Smith, Denne & Moore



JOHN C. HOGAN

John C. Hogan has had extensive newspaper and journalistic experience, and while interned in Belgium, during the war, acted as correspondent for a number of English and Canadian newspapers. Since his return from overseas he has been associated with the Continental Publishing Co., Toronto. A few days ago he joined the staff of Smith, Denne & Moore Ltd., as account executive and copy writer.

✣ ✣ ✣

Motor Sundries Corporation Ltd., Toronto, are placing copy direct in a few papers advertising the Mayall Motor Heater.

✣ ✣ ✣

Consolidated Advertising Service, Toronto, have recently sent out copy for Oxford Smoking Mixture, manufactured by Benson & Hedges (Canada) Ltd.

✣ ✣ ✣

Christmas copy for Sharp's Super-Kreem Toffee appeared in the dailies early last month, placed by Consolidated Advertising Service, Toronto.

✣ ✣ ✣

Toronto dailies are carrying six-column copy placed direct by Canadian Oil Fields Ltd., 43 Victoria Street, Toronto, advertising stock in the Shelburne operations.

✣ ✣ ✣

The fourth annual conference of the Association of Building and Construction Industries will be held January 17 to 20, at Hamilton. A new feature of this year's convention will be an exhibit of building materials and supplies.

✣ ✣ ✣

The Auto Rim Co. Ltd., with an Ontario charter and offices in the C.P.R. Building, Toronto, have secured the rights to a British invention, the "Perfect Demountable Rim," and will shortly commence manufacturing.

✣ ✣ ✣

The Beaver Motor Truck Co. has been taken over by the Beaver Truck Corporation, in which some prominent Hamilton men are interested. Extensive developments are planned, including the production of a 1½ ton truck specially designed for fruit-growers, farmers and mercantile delivery.

To Reach and Sell The French-Canadian Farmer

Use

Le Bulletin des Agriculteurs

63 WILLIAM *French Canada's Only Farm Weekly* MONTREAL

98% Unforced Circulation

Figures compiled by MARKETING show that only 2% of the circulation of FARM & DAIRY has been secured through canvassers. Compare this with the 50 and 60% of many farm papers and you will realize the strength of FARM & DAIRY among its readers—98% of whom buy the paper of their own free will because they are interested in it.

FARM AND DAIRY

THE NATIONAL DAIRY MAGAZINE

A.B.C. Circulation.
Official Organ of Dairymen's Associations.
Dairy farmers are acknowledged as the one large group of farmers who have had a successful 1921 season

Peterboro' Ontario

The Link Between

GENERAL Advertising must be connected with your distributors and selling force. It is surprising the results that are obtained when this link-up is formed. Distributors are human and if kept informed of your advertising, the incentive would result in increased sales.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Right Into The Homes—
Your message or slogan imprinted on an advertising balloon is an inexpensive and efficient means of reaching your prospects. Trade marks, special designs and any wording can be imprinted
ROBERTSON & MURPHY Limited
247 St. Paul Street West MONTREAL

IN

1922

National Advertisers

will find it advantageous to include South Waterloo in their campaign for increased distribution.

Galt Reporter
LIMITED

(Member .B.C.)

U.S. Representative—
GEO. B. DAVID INC.,
171 Madison Ave,
New York City, U.S.A.

Canadian Representative—
H. E. SMALLPIECE
32 Church St.,
Toronto, Ont.

A GROWING CIRCULATION

The following A.B.C. circulation averages show the steady growth of

KINGSTON'S big paper

The
Daily British Whig

Oct., 1920 - 6,309
Sept., 1921 - 6,410
Oct., 1921 - 6,516

The Whig forges steadily ahead, giving its advertisers an ever wider and wider circulation of their announcements.

B. R. Brooker Addressed London Advertising Club

On December 8th the Advertising and Sales Club of London, Ont., listened to an address by Bertram R. Brooker, business manager of MARKETING, concerning "Human Interest in Selling and Advertising." He advised merchants to introduce human interest into their advertising in the form of stories which possess news value, lending an atmosphere of romance or else topical interest to the articles offered for sale. He further urged merchants and their clerks to study their goods, so that by becoming conversant with the story of the raw materials and manufacturing processes involved they might intrigue the buyer's attention and bring the unusual or surprise element into salesmanship.

Lively discussion followed the address, led by F. Ashplant, the chairman of the evening, and Geo. Clark, president of the Club.

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Getting Preferred Position For The Calendar

In the New Year's calendar rush many of the candidates for space on the office wall are crowded to the WPB. A few are rescued by employees for use as adornments in the kitchen at home. This year one company secured preferred space by sending out their new calendars early in the fall. They were dated from September, 1921, to August, 1922. Instead of being one of a large number, it came in by itself and had absolutely no competition for a place on the wall. As a matter of fact it was welcomed because so few offices have calendars extending over into the coming year, and its convenience for calculations makes its use almost certain.

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Massey-Harris President Dead

Thomas Findley, president of the Massey-Harris Company, died on Monday, December 19, at his home in Toronto. An affection of the ear which had been troubling him for five years was indirectly the cause of his death. He leaves a wife and three children.

✣ ✣ ✣

The Canadian Electric Floor-Waxer and Polisher Co. Ltd. capitalized at $100,000, has been incorporated in Ontario, with headquarters in Toronto.

✣ ✣ ✣

Jules Helbronner, a former member of the staff of *La Presse*, Montreal, and a conspicuous figure in French-Canadian journalism, died at Ottawa recently in his 78th year. He was at one time joint editor of the *Canada Gazette*.

✣ ✣ ✣

A new eleven-story office building is being erected at the corner of Bay and Temperance Streets, Toronto, by the General Accident Assurance Co. of Canada. Eight floors will be let as offices.

✣ ✣ ✣

The O. B. Zumstein, formerly vice-president and sales manager of the Gary Motor Truck Co., of Gary, Indiana, has been made president of the Gary Motor Truck Corporation of Canada Ltd., Toronto.

✣ ✣ ✣

The annual convention of the Canadian Lumbermen's Association will be held in Toronto, January 11 and 12.

U.S. Congressmen Impressed By Canadian Sales Tax

The forty-seven American congressmen who recently spent a week in Canada to study the operation of the sales tax have gone back home greatly impressed with the "painless" nature of the system, if utterances in the U. S. press are to be believed. The delegation interviewed bankers, economists, financiers, manufacturers, merchants, wholesalers and members of the late Canadian parliament. The "psychological effect" on the public is considered by the visitors as the chief reason for the success of the sales tax in Canada. They believe "Tax" to be a word almost unknown to the consumer in this country.

✣ ✣ ✣

J. I. Phillips with Globe

J. I. Phillips, who for three years past has been advertising manager of the Louis K. Liggett drug stores throughout Canada, recently joined the advertising staff of the Toronto *Globe*. Mr. Phillips was for some time advertising manager of the Ottawa Journal Dailies, leaving there in 1918 to go with the Liggett company.

✣ ✣ ✣

King An Old Newspaper Man

It is probably not generally known that Hon. Lyon Mackenzie King, premier-elect, was formerly a reporter on the Toronto *Globe*.

✣ ✣ ✣

Attractive Christmas copy was used by The National City Company Ltd., featuring Bonds as Christmas presents. A. McKim Ltd., prepared the advertising.

✣ ✣ ✣

G. B. Gunogson has succeeded George A. Dechant as advertising manager of the I. I. Case Threshing Machine Co., of Racine, Wis. Mr. Dechant, who held the position for six years, has joined the Western Advertising Agency of Racine.

✣ ✣ ✣

New copy for Stevens-Hepner Co. Ltd., Port Elgin, featuring their Keystone French Ivory has recently been sent out by The Advertising Service Co. Ltd., Toronto. The copy, which is excellently illustrated, runs to three columns.

✣ ✣ ✣

Convincing copy advocating hardwood flooring as an "everlasting gift" for Christmas was prepared by Consolidated Advertising Service for The Seaman Kent Co. Ltd., Toronto. It appeared in a number of dailies.

✣ ✣ ✣

A four-column Christmas advertisement for Cadbury's Chocolates made its appearance in a few dailies early in the month of December, placed by J. J. Gibbons Ltd.

✣ ✣ ✣

L. A. Wilkinson, sales manager of Colin McArthur & Co. Ltd., Montreal, has returned from a four months' trip through Latin America.

✣ ✣ ✣

A. E. Dyment, president of the Canadian General Electric Company, has been elected president of the Marconi Wireless Telegraph Co. of Canada, succeeding the late Senator Nicholls.

✣ ✣ ✣

W. P. Buzzek, formerly associated with the Aluminum Products Co. of the United States, has been appointed sales manager of Ideal Aluminum Products Ltd., Toronto.

C.N.N. & P.A. Hold Editorial Conference

Just what is the relation of the editor to circulation was the delicate topic discussed on Thursday evening December 15th., at the first of the editorial conferences decided upon at the annual meeting of the Canadian National Newspapers and Periodicals Association.

R. H. Hamilton, circulation manager of H. Gagnier Ltd., presented the case for the circulation department. Selling subscriptions was ordinary salesmanship and they must have the goods, he maintained. The quality of the goods was up to the editor. The editor should do more than prepare his copy. In order to determine how he was functioning he should go to the circulation department and read the mail there. He would find much that would enlighten him and show whether or not he was turning out a worthwhile paper. An editor's success was shown in the percentage of renewals that were secured. Mr. Hamilton also expressed the view that editors should do more towards educating the public to the duty of reading Canadian magazines.

Continuing the discussion for the editors, E. Dewitt Hutt of the McLean Publishing Co., pointed out that the circulation department owed a great deal to the editor. A publication well-edited was half sold. The great difficulty was not selling new subscritions but renewing old. The circulation man could be of great assistance to the editor by keeping in touch with the element of thought among those he meets and he should advise the editor of the trend of criticism. It was the duty of the circulation man to keep in contact with the old readers and by that means so interest them that their renewals would become a matter of course. He should become so acquainted with the field he covers that he will become a better editor than the editor himself. He had a unique opportunity of knowing just what the public wants.

J. Vernon McKenzie, editor of *MacLean's Magazine*, maintained that renewals depended on whether or not the reader was soundly sold at the outset. The plea based on sympathy for an old man canvasser trying to secure a scholarship might work once but it did not sell the magazine on its merits and no renewal could be counted on. If a subscription was sold on any grounds other than the worth of the paper, the reader proved to be a hard man to renew. Editors were only responsible for renewals when subsribers were completely sold the first time.

A brisk debate ensued, and the points raised were summarized by H. T. Hunter. It was decided to hold another conference on the evening of January 26th., and members were invited to send in subjects for discussion on that date.

* * *

Charles F. Higham, the well known British advertising agent, has been knighted.

* * *

G. B. Sharpe, formerly assistant sales manager for the Cleveland Tractor Co., has been appointed advertising manager of the Burroughs Adding Machine Co., Detroit.

* * *

Canadian publications are again carrying copy for Mavis Toiletries, placed by the Dorland Advertising Agency, New York City, for Vivaudou.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Who's Who In Ad-Land

If you were to glance over our files and note the advertisers and agencies we serve continuously, you would agree that our list of customers comprises a very complete "who's who" of national advertising in Canada. These firms have learned to depend on errorless Rapid service for the timely appearance of their campaigns in every corner of the Dominion.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St. | **TORONTO** 185 Richmond St. W. Head Office | **London** 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

P.E.I. People Live Well

Prince Edward Island is the richest province per capita in the Dominion, the most densely populated, the most highly cultivated, and hence the most productive. P.E.I. people live well; they buy well; and the entire market can be intensively covered with the circulation of these two A.B.C. newspapers—

Guardian & Examiner *CHARLOTTETOWN* **P.E.I.**

AUTOMOBILE OWNERS LISTS

Complete Lists of 1921 Automobile Owners for Western Canada ready for delivery.

We compile Mailing Lists of e.ery character.

If you sell or want to sell to the people of Western Canada, Wiggins Systems Mailing Lists will help you sell more.

WIGGINS SYSTEMS LIMITED

Complete Mail Advertising Service

Coca Cola Bldg.

Winnipeg

Canada

What are you waiting for?

Are you waiting for better business conditions? You may have to wait some time.

Meanwhile, your expenses are going on. No one knows when normal times will return. Why wait?

You can make good times for your own individual business right now.

The actual buying in Canada this minute is enormous. Don't feel satisfied with getting merely your natural share of business. You can get more than your share, and make your conditions prosperous by using more and better Direct Mail Advertising: catalogues, booklets, broad sides.

West Toronto Printing House

1945 ST. CLAIR AVE., TORONTO

TELEPHONE - JUNCTION 5204

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

Choosing The Psychological Moment

Two weeks ago a Moving Picture, "Over the Hill" had quite a large and successful run in Detroit. Perhaps you have seen it.

The gist of the picture was the time-horored plot of the aged mother sent to the Poor House by four indifferent children, only to be rescued in the last act by the prodigal son who returns from an undeserved prison term.

You can well imagine what state of mind most of the people were in, who saw the picture. As they were leaving the theatre, each one was handed a post card, stamped, bearing this message:

"Dear Sir:

"I have seen "Over the Hill", and if you can assitst me in making the declining years of my life comfortable and keep poverty from my door, I would be pleased to talk to you.

Name ——— ——— — — —

Address ——— ——— —-- -- ——

MAIL IMMEDIATELY.

The investment company getting it out, tell me it was one of the most successful Direct Mail Advertising cards ever issued in all their existence. Verily there is such a thing as choosing the right time and place.

One Letter Sells Fourteen New Dodge Sedans

A middle West distributor of Dodge cars had been spending quite a sizable sum of money each week in newspaper publicity.

One day his stenographer asked him why it was that he never sent out form letters. He replied that he did not believe in that sort of thing.

The stenographer persisted and finally he allowed her to send a form letter to a list of eighteen hundred people, describing the new model sedan. Already fourteen cars have been sold that are directly traceable to this letter!

"I wonder what a man thinks" under such circumstances?

Who Reads Direct Mail Advertising

Whoever said "You never can tell in Advertising" certainly expressed himself significantly!

Three weeks ago a New England Tire Jobber sent seven hundred circular letters to a list of automobile owners. Two days later, there *walked into his office* one of the most influential millionaires in America a man who controls a one hundred million dollar business. The letter was sent to his chauffeur who owned a Ford, and he happened to get hold of it!

The tire dealer tells me that the visit of that man will involve a sale of $15,000.00 and possibly may reach $50,000.00.

Naturally one can't wondering if even the most casual mailing can really receive too much attention.

Destroying Undeliverable Mail

For many years thesre has been a suspicion on the part of Direct Mail advertisers and post office authorities generally, that a certain definite percentage of undeliverable mail was being destroyed at post offices annually.

At a recent meeting of the A.N.A., at Lakewood, a post office official made a statement that henceforth when there was any suspicion that a postmaster was destroying undeliverable mail instead of returning it or notifying the sender, an investigation would be started immediately.

If enough evidence could be produced to satisfy the officials that the case was worth working on, the post office department would send the post office under suspicion, enough undeliverable mail to prove whether the postal laws were being followed. In cases where the tampering of mail was definitely established, the offending postal employees would be sent to jail.

All of which sounds mighty encouraging coming from a department in which most of the officials have been trained for seventy-two years to say "NO!"

—And On The Other Hand

A men's specialty store in Chicago has been enjoying the most successful Fall season in its history, largely because it has directed the selling appeal to *women*.

For years it has been the custom of this shop to send an occasional folder or form letter to the man at his business office. This type of Direct Mail advertising produced fairly satisfactory results, but not satisfactory enough to suit them. Suddenly it occurred to the Vice President that he had been leaving untouched a veritable gold mine—the women-folks, upon whose opinions perhaps millions of dollars of men's wearing apparel is purchased each year. He tried it with a series of three letters, in which he suggested suitable specialties for the man, to be worn at home—slippers, smoking jackets, bath robes, pyjamas, etc., etc.

The series brought in better than seventeen percent replies in the form of personal visits from the women.

This is merely another of the many examples of the dollars and cents value in cultivating Direct by Mail, indirectly.

There Are Ways And Ways

A Toronto man, marketing a set of children's books, parked himself one Sunday on the busiest boulevard in Toronto. Every time an automobile containing children rolled by, he took down the license number.

Then he looked up the owners of the cars and so was supplied with an unusually accurate and valuable list of prospects for children's literature. Is it any wonder that, with a list like this, he was able to write the kind of Direct Mail literature, personal and directly applicable—that brought in unusual returns?

Donation Advertising Scored

Frank Harris of Crawford-Harris Advertising Service, Vancouver, recently presented a report to the Vancouver Board of Trade concerning Donation Advertising. The publicity section, after viewing the situation thoroughly, passed the following recommendations:

"(1) That, generally speaking, what is termed as 'Donation Advertising' has no real advertising value and the practice of giving advertising of this character should be discouraged by every merchant.

"(2) That when worthy appeals are presented, instead of giving advertising, merchants assist in the form of straight donations to make possible the carrying out of the proposed work. In this manner economical results could be obtained through the elimination of the pages usually devoted to advertising and the resultant lessened cost of the issue.

"(3) While our recommendation as above takes the question out of the advertising field, we would suggest that when straight donations are made to aid publicity, care be taken to ascertain that the cause is worthy of support and that the donation goes entirely to the object presented."

✣ ✣ ✣

W. H. Heard of the Pramotor Company has purchased the plant and business of the Aylmer Pump & Scale Co., Aylmer, Ont.

✣ ✣ ✣

The E. B. Eddy Company of Hull, Que., has assumed management of the Dominion Match Company, whose plant they purchased last July. W. S. Morden, president of the latter company, has resigned.

✣ ✣ ✣

Copy for Mastin's Yeast Vitamon Tablets, distributed in Canada by Frank D. L. Benedict Co. Ltd., Montreal, has recently been sent out by the J. H. Cross Co., Philadelphia, Pa.

✣ ✣ ✣

The "Coldbelt Poultry Course," a recent undertaking of the Shaw Correspondence School, Toronto, is being advertised. R. C. Smith & Son Ltd., advertising agents, are placing the copy.

✣ ✣ ✣

The Consumers Gas Co., Toronto, has placed its account with the Thornton Purkis agency. This agency has also secured the accounts of R. A. Daly & Company, W. A. Mackenzie & Company Ltd., and the Bankers Bond Co. Ltd., all financial concerns of Toronto.

✣ ✣ ✣

The Toronto office of the R. Sykes Muller Co. Ltd., advertising agents, has secured the account of the Municipal Bankers' Corp. Ltd.

'We have read with interest FIELD TACTICS FOR SALESMEN, and do not hesitate to pronounce it one of the best books we have ever seen on salesmanship. We have perused a great many so-called text-books for salesmen but have not yet found one that has as much real meat in it as FIELD TACTICS.'' Hercules Powder Company.

Field Tactics for Salesmen

Showing how other salesmen are doing the things that "can't be done"

One of a series of ''how'' books designed to promote more effective cooperation between the salesman and various departments of the business, to give him a wider perspective of his duties, and actually to help him to become a bigger and better sales man.

''Field Tactics for Salesmen'' is loaded with usable information to pass along to salesmen who are disposed to help themselves. Written in everyday language—quite different from the ordinary dry instruction books; because its purpose is not the same. It is merely intended to show problems that salesmen meet every day and how they are handled. Not what any man thinks could or should be done, but what over 8 000 sales executives have run up against and how the situation was met as illustrated by these examples:

When the Buyer Isn't Interested
Knowing When and How to Close
Turning Objections Into Reasons for Buying
Disposing of Price Objections
More Money With Smaller Territories.

Pocket-size, standard board binding, $1.25 a copy, postpaid. (Special prices on larger quantities).

MARKETING, 53 Yonge Street, Toronto.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

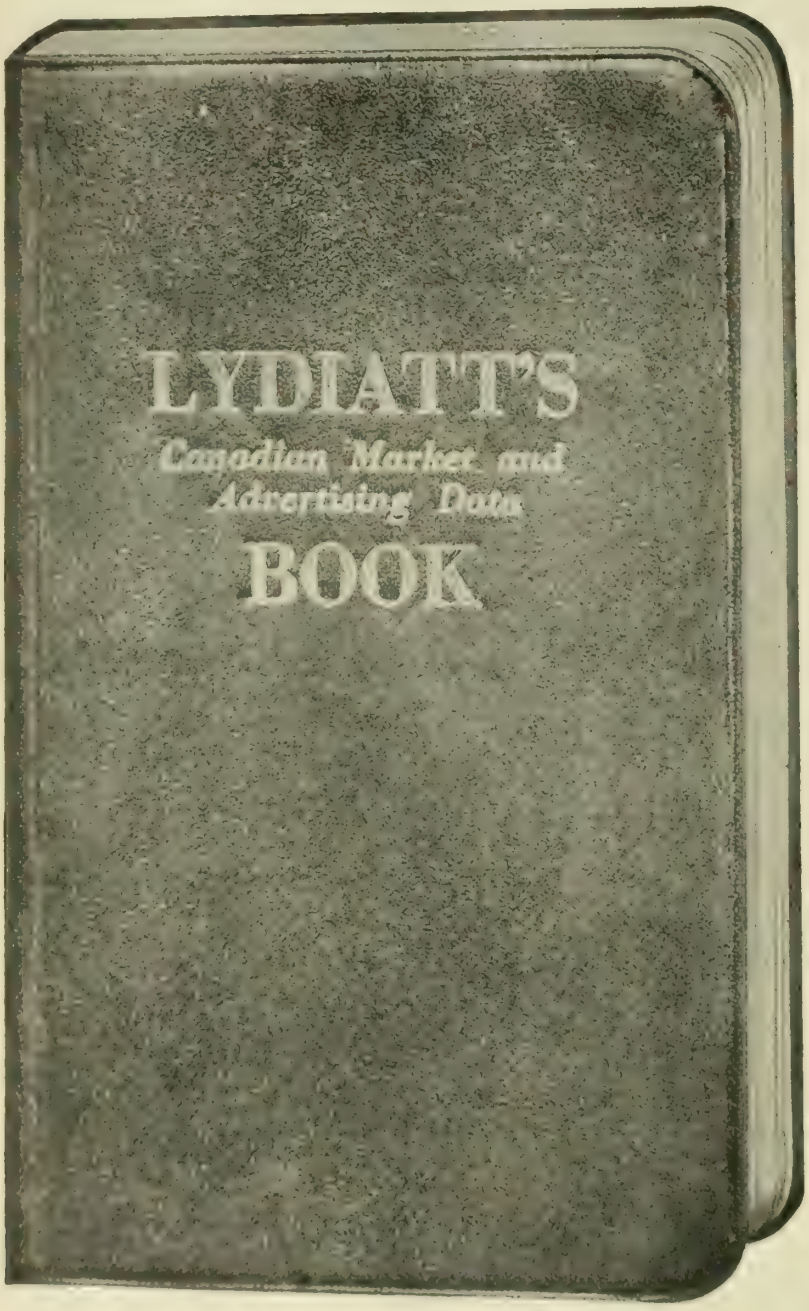
ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

The Procter & Collier Co. Find It Indispensable

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensable in our work."

—Procter & Collier Co., Cincinnati, Ohio.



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 a Copy.

Obtainable Only From The Publisher

W. A. LYDIATT, 53 Yonge Street, TORONTO

Changes in Marking Law

Important revisions in the much-discussed regulations regarding the marking of imported goods were announced at Ottawa on December 19th. The amendments modify the terms considerably and Collectors of Customs have been instructed to exercise reasonable discretion in the enforcement of the Act.

One amendment exempts a large number of articles from the operation of section 10, providing for the marking of containers where the articles themselves are incapable of being marked without injury. To the original section have now been added the words:

"Unless such articles are of a class or kind not made or produced in Canada, in which case no marking is required."

The addition will exempt such goods as tea, raisins, dates, spices, raw sugar and coffee.

Section 11, dealing with imported containers or wrappers intended to be filled with or used upon domestic products, is cancelled, and for it has been substituted the following:

"Imported containers, labels or wrappers intended to be filled with or used upon domestic products are to be marked as required by the act, but in order to avoid the possibility of origin other than Canadian being imputed to domestic products sold in such imported containers, labels or wrappers because of the marking of the latter, the words 'container,' 'label,' or 'wrapper,' as provided in the preceding paragraph, be not used in the marking of the goods imported, but before release from Customs this additional marking will require to be done. Provided that containers imported to be filled with Canadian produce and exported may be admitted without being marked with the country of origin, conditional on the importer certifying on the face of the entry for consumption that such containers are for use in the preparation of goods for exportation.

Section 13 of the August regulations provided that the name of a city, province, state, department, or other division, would not be regarded as an indication of country of origin. This section has been cancelled.

Section 18 has been amended to exclude from the regulations materials brought into the country in a crude state or goods which are not intended for sale to the consumer in the condition imported.

✣ ✣ ✣

F. R. Whittall, managing director of the Whittall Can Co. Ltd., Montreal, has been elected president of the Montreal Export Club recently organized as a branch of the National Export Clubs now being formed throughout Canada.

✣ ✣ ✣

The International Association of Fairs and Expositions, who have held their conventions in Chicago for the past 40 years, will stage their annual get-together in Toronto this year.

✣ ✣ ✣

Specialty Bags Ltd., a company formed to manufacture paper bags, cartons and boxes, with a capitalization of $500,000, will have its headquarters in Toronto.

What We Are Doing To Increase Sales

Continued from page 16

that doesn't mean that we do not make mistakes, and many of them. But we've got the strength and pep to set a quick pace and keep it up till the goal is reached. Then we rest up a bit and get ready for another rush.

"During the year we instituted a new department," continued Mr. Greisman, "and that was our Service Department. Its work is to keep in close touch with the customers, advising them of the progress of their orders, when goods are due, to keep them informed as to new styles, to handle all correspondence and see that no letter is left overnight unanswered, anad generally to put precision into every part of the business."

"We find pep and precision a pretty good combination!" was the speaker's aside.

"Our new and aggressive policy is due entirely to the fact that we believe there is business somewhere," summed up the speaker, "and our objective is simply to find out just where that 'somewhere' is. We refuse to be scared by the dark side of things. Adverse market reports and gloomy forecasts do not appall us. Somewhere the sun is shining, and if you walk hard enough and far enough you'll find the clear sky. There's no mystery about it, no profound trade secret, and no unnecessary gamble. It's simply a question of thinking up something new and attractive and then going hard after the business. Nobody wants old stuff at any price, but the man with something different—even if it's only a very little different—is not turned down.

"We may not have made any profits during 1921. That was not our immediate objective. Our chief concern was to break even. The changes we made cost us a lot of money, and our only hope lay in increased sales. We have reached our goal, and more, for the time being. We have discovered that well-guided aggressiveness, adaptable to circumstances, and expressed through the proper mediums, will eventually, if not at once, produce better sales. While our name for years has been recognized from coast to coast as that of an enterprising concern, the vigorous prosecution of our new policy has added greatly to our prestige."

Watch Quebec in 1922

Quebec Reads the Ads—Then Buys

QUEBEC'S sound conservative business principles are bringing her through present difficult selling conditions—and will make her a market worth selling to in 1922.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

YOUR TRAVELLING SALESMEN

Call on the retail trade. Your sales are in proportion to their industry, their knowledge of the goods they are selling and their enthusiasm in representing you.

THE RETAIL DEALER who stocks your goods

Represents you to the consumer. Your real distribution (the consumption of your product) is in proportion to their knowledge of your goods, their confidence and enthusiasm in selling them.

NOW, face the facts squarely. Are you doing all you can to—

1. Educate the retailer re the merit of your goods.
2. Show him how to sell them best.
3. Enthuse him, to win his commendation of them.

Advertise in

The Retail Grocer and Provisioner
The Retail Druggist
The Canadian Furniture World
The Electrical Dealer and Contractor

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

Are You Getting Your Share of Business from The Province of QUEBEC?

The French-speaking population in Quebec Province represents over 25 per cent. of the population of the whole Dominion of Canada. The French-speaking dealer in Quebec is on friendly terms with his customers, and his recommendation means something. Few advertising campaigns to the consumer in the Province of Quebec can be 100 per cent. efficient unless supported by the co-operation of the French-speaking dealer. We are familar with the business situation, and we feel that we can help any manufacturer to solve his distribution problem in the Province of Quebec, and any information that we have is yours if you want it. We invite correspondence.

Established for over 35 years **"Le Prix Courant"** 198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French Member A.B.C.

To "Cover the Country"

HOW many national advertisers in the United States figure that *all* the available magazine circulation is necessary to cover that country?

Isn't it true that even in that land of giant magazines most national advertisers use only a few of them?

And if there were in Canada the same great number of magazines, how many Canadian advertisers would use them all?

There is actually available in Canada more magazine circulation in relation to the size of the market than is customarily employed by advertisers in the United States to cover that country. This is easily seen when it is realized that a magazine of 50,000 circulation in Canada reaches the same proportion of our population as a magazine of a million circulation reaches in the U.S.A.

In that country a few of the larger magazines carry the bulk of the national advertising. In Canada it is possible to "cover the country" to the same extent by using the magazines of national influence listed below.

Canadian Home Journal
TORONTO

Maclean's Magazine
TORONTO

Everywoman's World
TORONTO

Western Home Monthly
WINNIPEG

La Canadienne
MONTREAL

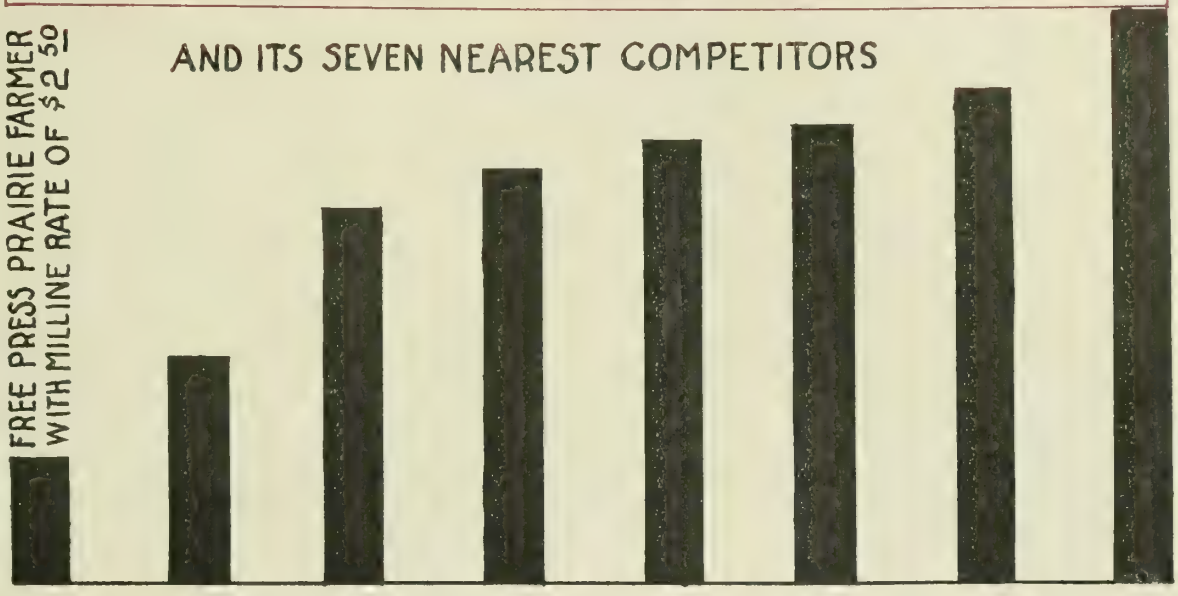
Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodicals Association, 70 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

THIS CHART TELLS THE STORY



The Free Press Prairie Farmer

has a milline rate of $2.50 as compared with a milline rate of $4.89 for its nearest competitor in Western territory. The chart indicates clearly the relative difference in rates, based on cost per agate line per million readers. The Free Press Prairie Farmer is indicated by the block at the extreme left which represents the milline rate of $2.50 while the extreme right represents a milline rate of $11.11.

ADVERTISERS seeking the business of the farmers and their families in the Western territory can, by concentrating their appropriation in the Free Press Prairie Farmer, conduct a much more extensive campaign than has hitherto been possible.

THE PAID CIRCULATION of the Free Press Prairie Farmer (with which is now incorporated the Farmer's Telegram) is 60,000 and covers the rural territory west of the Great Lakes.

THE CHARACTER of the paper, its varied appeal to all classes of farmers ; its digest of the world's news ; its convenient form—all tend to make it unique in the field it serves, and render it of unusual value to the advertiser.

IT'S RATE OF 15c. per agate line is remarkably low and has not been increased although the circulation of the paper has increased by approximately 20,000 during the past few months.

SUBSTANTIAL BUSINESS for 1922 awaits the aggressive advertiser in the rural districts of the Great West, and the Free Press Prairie Farmer is unquestionably supreme as the medium through which it may be obtained.

For further information get in touch with any recognized advertising agency or either of our Eastern representatives,

Or write direct to

FREE PRESS PRAIRIE FARMER
Winnipeg

Edgar J. Guy
302 Royal Bank Bldg.
TORONTO

E. L. McArthur
224 St. James Street
MONTREAL

45% More Circulation

PEOPLE may be buying less, but you have 45% more to sell to if you use The Halifax Herald and The Evening Mail combination in Nova Scotia.

For these two papers have increased their net paid circulation month by month in 1921 so now it stands 45% higher at the close of the year than it did at the start. And at that it had a 50% A.B.C. lead over its next nearest competitors.

7c. Lower Rates

Despite the broadened market of buyers offered you in 1922 through The Halifax Herald and The Evening Mail, rates are down by 7 cents an inch beginning with the New Year.

And remember you buy not merely quantity but quality circulation at these lower rates. For subscription rates to The Halifax Herald and The Evening Mail were maintained at a 50% higher figure than its nearest competitors during 1921. Herald and Mail readers have the money—you can reach a larger number of them at a lower cost in 1922.

For further information write to our Central Representative, J. B. Rathbone, 95 King St. East, Toronto, or 317 Transportation Bldg., Montreal, or direct to—

The Halifax Herald
The Evening Mail
The Sunday Leader

Volume XVI.
Number 2

TORONTO JANUARY 15th, 1922

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W.A.Lydiatt

Society Brand Clothes

FOR YOUNG MEN AND MEN WHO STAY YOUNG

SOCIETY BRAND CLOTHES are manufactured in Canada from all-wool British fabrics. For style, fit and wear they are acknowledged to be without a peer.

That Society Brand Agents throughout Canada spend so much of their own money in newspaper space to back up the general advertising campaign, is indicative of the way they feel towards Society Brand Advertising.

We are pleased to number among our clients Society Brand Clothes, Limited.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

How to get Fullest Returns from Advertising Dollars!

Select your medium with care. As applied to newspapers, use the three following tests :—

1. A.B.C. Circulation Statements.
2. Amount of Advertising carried.
3. Amount and Quality of Co-operation given.

Now then---

1. The A.B.C. publishers' statement for the LONDON FREE PRESS at September 30, 1921, gives a total net paid circulation (excluding subscriptions in arrears) of **34,004**

The A.B.C. publishers' statement for the other London daily at September 30, 1921, gives a total net paid circulation (excluding subscriptions in arrears) of **25,108**

2. ***The London Free Press*** **LOCAL Circulation is more than double that of its contemporary.**

More than two families out of every three in London read *The London Free Press.*

The London Free Press **for November leads its contemporary---**

In Local Advertising - - - -	86,850 lines more
In National Advertising - - -	66,375 lines more
In Classified Advertising - - -	21,225 lines more

Obviously, LOCAL advertisers, NATIONAL advertisers and CLASSIFIED advertisers have all had one common experience—they have all found the LONDON FREE PRESS THE MOST PROFITABLE MEDIUM.

3. ***The London Free Press*** **maintains—for the benefit of advertisers—** a complete merchandizing department for research work—trade investigations—production of special copy and art work—dealer tie up window displays—and co-operation of every kind.

Business men, attention!

We've told you the story---now its up to you.

8c. is the minimum display rate of the *London Free Press.*

8c. is the minimum display rate of its contemporary.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

LONDON
Canada

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

For 1922—a Forecast

During 1922 MACLEAN'S MAGAZINE will continue to live up to the high standard which has been set. The articles will be of two characters: those which are essentially timely and those which describe some phase or facts of Canadian life which may have existed for a score of years—or more—but which have never before been served up for your delectation and entertainment in such a readable form. To use the language of the journalist, MACLEAN'S readers may expect the best news articles with a national slant and bright, entertaining feature-articles. These will be written authoritatively and among early ones which we can announce are articles by:

John Nelson — Nellie McClung — Janey Canuck — Stephen Leacock — Arthur Stringer — Charles A. Hayden — Dr. C. K. Clarke — J. L. Rutledge — C. C. Jenkins — C. L. Shaw — Agnes C. Laut — George H. Ham and James Mavor.

Some Details of the 1922 Short Fiction Program

First of all there is a novelette starting in January 15—"The Sail Dragger"—a gripping, sea-adventure story from the pen of Frederick William Wallace; illustrated by C. R. Patterson.

Other fiction scheduled includes: three "Lenix Ballister" stories, by Archie McKishnie; two fascinating romance-adventure stories by Madge MacBeth; "Wetherell's Romance" and "Her Feet Were Crossed," by Alan Sullivan; "Pierre des Lacs," by H. B. Atlee; "The Lost Stirrup" and "Alter Idem," (two more in his series of racing stories) by W. A. Fraser.

Illustrators

Whose Work Will Appear in MacLean's During 1922.

ARTHUR HEMING
C. W. JEFFREYS
CHARLES A. MACLELLAN
DUDLEY GLOYNE SUMMERS
R. M. BRINKERHOFF
ARTHUR WILLIAM BROWN
F. R. GRUGER
W. V. CHAMBERS
H. WESTON TAYLOR
MARY ESSEX
LOU SKUCE
C. H. TAFFS
CHARLES L. WRENN
E. J. DINSMORE
T. Y. McCARTHY
C. R. PATTERSON
G. F. PETERS
NORMAN PRICE
BARNET BRAVERMAN

Heming Will Return

It is perhaps a long way off to announce Arthur Heming's next feature in MACLEAN'S, but anything he writes or paints is of such paramount interest to MACLEAN'S readers that we will draw aside the veil a moment and let you have a peer at something which is coming through, probably not until toward the close of 1922.

Mr. Heming has once more left the cities and retired to a quiet Inn, where he is engaged upon another book, which will be a worthy successor of "The Drama of Our Great Forests." It will treat, of course, of Canada's vast North Land, but from a very different view-point.

A Striking Series by "Sapper"

Now, the only war-writers who receive attention are the few who, by their craftsmanship and wide human appeal have a likelihood of more than ephemeral fame. Among the chief of these is "Sapper"—H. Cyril McNeile. Throughout the war his engaging personality was displayed in newspaper articles and books of short stories. Now he is writing stories of the peace, which are just as enthralling. The best of these will appear in MACLEAN'S MAGAZINE during 1922.

Feature Departments

In addition to the most attractive offering of the best short stories and serials, and the more serious literature — biographical, reminiscent, political — MACLEAN'S provides its twice-a-month

Review of Reviews Department

which keeps its readers posted on current topics and developments in all parts of the world; also the semi-monthly articles on

The Business Outlook and Investment Situation

which is looked upon as the most authoritative review of this kind in the Dominion; and the special articles on

Topics of National Interest in Canada

which have made MACLEAN'S something more than a magazine—a National Institution.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

Druggists' Weekly Supplies the Proof

The claim that Druggists' Weekly will carry your message to the best druggists across Canada is confirmed by Audit Bureau of Circulations' statement. The largest and most successful advertisers, national and local, demand and study A. B. C. statements and auditors' reports. Druggists' Weekly bears "The Sterling Mark" of Circulation.

A Few of Druggists' Weekly Exclusive Features

Only A. B. C. drug paper in Canada.
Only weekly drug paper in Canada.
Only drug paper in Canada giving weekly market service.
Only drug paper in Canada giving weekly news service.
Only drug paper in Canada supplying business-building ideas each week.
Supplies Canadian druggists with news while it is news.
Advertise in the paper that is looked for, and read each week.

Druggists' Weekly

Canada's National Druggists' Weekly

143-153 University Avenue, Toronto, Canada

Montreal Branch, Southam Bldg. **Winnipeg Branch, Confederation Life Bldg.**

Hardware Inventories Complete January 15

Practically all inventories in wholesale and retail hardware establishments across Canada will be completed by January 15. Buying for Spring will be under way before the end of the present month. Competition will be keen. Retailers will buy more frequently and in smaller lots than a year ago. Travelling salesmen need the assistance of well-planned advertising this year, more than ever before. Hardware and Metal is being read more closely than ever before. Advertisers in Hardware and Metal have a big advantage over non-advertisers. Drop us a line to have a representative call and explain these advantages to you.

Member A.B.C. **HARDWARE & METAL** *Member A.B.P.*

Canada's National Hardware Weekly since 1888

143-153 University Avenue, Toronto, Canada

Published every Saturday since 1888. The only weekly hardware paper in Canada, and the only hardware paper in Canada that gives you a circulation statement audited by the Audit Bureau of Circulations.

Montreal Branch, Southam Bldg. **Winnipeg Branch, Confederation Life Bldg.**

SO many bouquets have reached us in the last few weeks from advertisers and fellow-publishers that everyone connected with MARKETING faces the new year with a great deal of optimism. These bouquets sometimes take the form of comments on a particular issue, others concern a particular article, and others again refer to the general appearance and standing of the magazine.

✣ ✣ ✣

A large Toronto advertiser wrote recently: "I wish to congratulate you on the excellent article, 'Advertising Should Be More Definite,' in the December 1st issue of MARKETING. There is a great deal of real meat in this article and certainly reads as if written by one who knows. I have read complete books which in the final analysis did not contain more vital and practical information that was condensed into your short and to the point article. I personally hope that you will see fit to publish further articles along this line from time to time."

✣ ✣ ✣

Another advertiser—one of the largest tea companies in Canada—wrote us just prior to Christmas: "We frequently find articles of great interest in your publication and recently had occasion to have a reprint made of a portion of one, for mailing to our customers throughout Ontario. We thought this might be of interest to you, and are enclosing a copy of same."

✣ ✣ ✣

The advertising manager of a New York concern which does business in Canada in a very large way, included the following paragraph in a recent letter to us: "MARKETING certainly has improved, and I am delighted to see that you have made such progress."

✣ ✣ ✣

An agency executive added a postscript to a letter commenting on one of our articles, as follows: "I notice your publication on the desks of many executives during my calls. Moral—They must consider it worth holding for future reading."

✣ ✣ ✣

A Western-Canadian advertising man sent us a subscription the other day with the following comment—"I happened to come across the November issue (the first I have seen) and consider it the best magazine of its kind I have ever had the pleasure of reading."

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Copyright 1921 by Marketing Publishers Limited

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Published on the First and Fifteenth of Each Month by
MARKETING PUBLISHERS LIMITED, 53 Yonge St., Toronto, Canada

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

If Building Activity Betokens Prosperity—

this will be a banner year for readers of the *Family Herald & Weekly Star*

For more than 50 years the farmers of Canada and the *Family Herald & Weekly Star* have grown up together, firmly united in their ceaseless endeavour to improve conditions on the farms, to build more and better farm homes, to find and apply more efficient methods of farming, and, generally, to develop the all-important industry of agriculture.

A RECENT SURVEY of farmers in every county of Canada, conducted by the Family Herald and Weekly Star, produced some exceedingly interesting and encouraging information.

The returns indicate that among readers of the Family Herald and Weekly Star there will be great building activity this year.

14759	Subscribers	will	buy	BARN EQUIPMENT
26590	"	"	"	BUILDING MATERIAL
31339	"	"	"	CEMENT
6677	"	"	"	CEMENT MIXERS
7533	"	"	"	CULVERT or DRAIN PIPES
18771	"	"	"	ELECTRIC LIGHTING PLANT
5928	"	"	"	HEATING SYSTEM (Hot Water)
8360	"	"	"	HEATING SYSTEM (Hot Air)
18156	"	"	"	INDOOR CLOSET (Water)
25551	"	"	"	LUMBER
35326	"	"	"	PAINT
2166	"	"	"	ROAD MACHINERY
23486	"	"	"	ROOFING MATERIAL
8734	"	"	"	SILOS
8397	"	"	"	SCALES (Over 1000 lbs.)
4886	"	"	"	WINDMILLS
11487	"	"	"	WATER SYSTEM

A detailed report showing the demand, by provinces, for more than 100 different articles, including farm implements, household and personal equipment, is published in FARM SURVEY BULLETIN NO. 1, copy of which can be obtained upon application to

ADVERTISING MANAGER

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

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Marketing and Business Management

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FARMERS' INCOME DOUBLED IN TEN YEARS

Despite price-declines, Canadian farmers gathered nearly $500,000,000 more from the land than in 1913. Buying mood rather than buying power, therefor, the real stumbling block to selling. Swift return to "normal conditions" not desirable, even if possible.

By J. L. Love

A REVIEW of the articles, "What We are Doing to Increase Sales," which have been appearing in Marketing for several months, shows that the most conspicuous successes concerned firms who had pursued a policy of downright hard work. "Clever" stunts and spectacular advertising campaigns have had less to do with increased business in the cases investigated than has plain, hard work coupled with enterprise. In some of the most striking instances success came through efforts so simple as to cause wonderment that they had not occurred to others long before

A considerably wider and more exhaustive survey of the business world discovers precisely the same conditions to have prevailed generally during 1921. Without exception the digger has unearthed the treasure and the drone and the doubter have drifted deeper into the slough of despond. The worker has earned his wage plus bonus, and the "ca' canny" person (who is by no means confined to the ranks of the labor unions), has been awarded the Irishman's raise.

In other words, 1921 has rewarded fighters. The most that can be said prophetically of the New Year is that it will certainly do the same. Those who desire a more definitely comforting word for 1922 will not lack material on which to rear the rosy fabric of their dreams. The ringing tones of the untameable optimist are to be heard on all sides prophesying smooth things, predicting the "turning of the tide" and "the head of the grade." Only those prophets who have dealt more or less—generally more—superficially with the facts are in a position to promise unconditional prosperity.

Canada's barometer of business activity is her crops. According to R. H. Coats, Dominion Statistician, the total value of the principle field crops for 1921 amounts to $1,017,675,400, compared with $1,455,244,050 in 1920, and $1,537,170,100 in 1919, the highest aggregate on rerecord. These comparisons apparently show a reduction of nearly $500.000,000 in the national income from that one source alone, but if the comparison be carried further back it appears less odious. In 1913. for example, one of the years included in the phrase "normal times," the total value of the principal field crops was $552,771,500. During 1921, Canadian farmers gathered $464,903,900 MORE from their land than during the year preceding the outbreak of the war. In other words, the farmer's financial resources today are almost double what they were nine or ten years ago, and the bald presentation of the fact should suffice to stifle for good the sighing and praying for a return to what are loosely and vaguely termed "normal times."

Buying Mood Responsible

As a result of an independent investigation, Marketing is convinced that it is the want of the buying mood rather than lack of buying power that is keeping the Canadian farmer out of the market. Deflation has hit the farmer as it has no other class so far, and he is simply waiting until all the commodities in which he is interested as a consumer have passed through the deep waters of price-cutting before he buys more than bare necessities.

Replying to a request that he would give his opinion of the farmer's buying power during 1922, J. H. Grisdale, deputy minister, Department of Agriculture, Ottawa, says:

"It is my opinion that Canadian farmers will continue their policy of strict economy and retrenchment next year, although that does not necessarily mean that they will have no funds at their disposal. A good many farmers have been scared on account of the low prices they are now receiving for their products, and consequently will not buy any more material than they absolutely have to; but particularly in the East farmers are still able to make investments, and are spending whenever expenditure is necessary in the interests of their business. In the West the situation is somewhat different, as prices have been and are so low in comparison with the cost of the crops that farmers are not buying anything that they can possibly get along without; hence the probabilities are that if prospects next spring are not exceptionally bright there will be less buying."

That the buying mood rather than the buying power is the real stumbling block is further indicated in a report from W. Bert Roadhouse, deputy minister, Department of Agriculture, Toronto, who writes: "The crops this year have been below the average and prices for farm products and live stock have been cut down by 50% or more. This means that the returns for the farm crops and live stock products in this Province will be many million dollars

less than last year and this necessarily must affect the purchasing power of the farmer. If the commodities which the farmer desired to purchase had been reduced proportionately, it would not perhaps be so serious a matter, but a study of the facts indicates that as yet other commodities have not been reduced to anything like the same extent as the products of the farm. It may be, however, that the reduction in farm products to approximately pre-war levels will be followed in the not distant future by a similar reduction in other commodities and thereby lead the way to the general readjustment which is essential before normal financial and industrial conditions can be expected. Apart from this financial aspect, the general agricultural conditions of the Province are sound and as far as can be seen at this stage there is no likelihood of decreased production next year."

Cautious Buying to be Expected

According to the deputy ministers of agriculture for Saskatchewan and New Brunswick, prospects for the farmer in these Provinces indulging in any extensive spending of money are somewhat remote. In New Brunswick the farmers depend largely on the pulp and lumber industry and the present depression in that line of business adds to the difficulties of the situation there.

That farmers had suffered heavy deflation losses during the past year is common knowledge, but there are indications to show that their expectations of a corresponding deflation in other lines will not be disappointed. Easier trading conditions are imperative, and these can only be brought about by a wide and substantial deflation of other than farm products, as well as reductions in labor and transportation costs. In particular, readjustments in the price of labor and transportation are long overdue, and it is difficult to see how their artificial buttressing can be carried over another year. When the adjustment comes, it will immediately stimulate trade.

In a recent Babson's "Barometer Letter" reference is made to the various campaigns to hasten prosperity that are on at the present time. The object of the letter is to show that prosperity cannot be stimulated by artificial means, and that the "cycles" of good and bad times must be permitted to take their natural course. The writer sees no sign of "a turn in the tide" at present. Addressing himself to his younger clients, he says:

"The great cycles in commodity prices run about fifty years. This country has experienced three distinct cycles of this kind. In these cycles commodity prices decline for about thirty years and then are about twenty years going up. This means that a great proportion of this generation of business men haxe experienced only this upward movement. The man who has been in business less than twenty-five years must learn all over again how to do business successfully during the next ten to thirty years. It will be a new world to him and a new language to him. He will be obliged to do business under conditions that he never knew were possible."

Canada Has Withstood Shock

Mr. Babson's views are endorsed by Sir Vincent Meredith, president of the Bank of Montreal. Addressing shareholders recently, Sir Vincent said.

"In the most propitious circumstances of trade, prophesy is rash, and in the complicated conditions that now beset us I will refrain from the risk of forecast. What we do know is that Canada has withstood the shock of deflation and readjustment in a manner which has afforded gratification to our own people and has caused much facorable comment abroad, but a return to pre-war standards cannot be expected at once and probably not for a considerable time to come The position is still full of difficulties and anxieties, and the way to substained improvement is not yet clear. While there has been a revival in some lines of business in others deflation has not yet run its course and stocks are being carried which possibly may have to be written down to lower replacement values.

"The revival now being experienced, possibly based upon a demand in consequence of depleted stocks giving a temporary spurt in buying, will probably not be long-lived. In any event, I look for a period of rises and falls as demand exceeds supply or otherwise. A return to normality will be hastened when labor realizes that war inflation wages cannot be continued and that the changed economic conditiions necessitate more efficiency and greater production if we are to compete successfully in the world's markets. Increased production will without doubt be followed by a lowering of prices, larger consumption and fuller employment."

According to these and other opinions that might be quoted, a swift recovery, or return to what are called "normal conditions", is not desirable even if it were possible. Violent movements, whether up or down, are dangerous and a most disturbing factor in trade. These "cycles" have a habit of revolving slowly, but despite their tardiness, they are sure as the mills of the gods. The worst is behind for all but the drones and the standpatters. Business faces the most severe competition of a generation, but it will be met by more efficient operation, lowered costs, and by personal effort and economy.

Burdens Prove a Spur

Just at present a striking object lesson is being enacted before the eyes of the world in Germany. What their navy and army lost in the war the German people are regaining by industry and trade. Circumstances no doubt favor them, but capital and labor have adopted a conciliatory attitude in face of a common danger, and everywhere the utmost energy is in evidence. That prosperity is returning to Germany despite her paper money, is shown by her bank returns. The burdens laid upon the people are proving not a handicap but a spur. They have created a national inflexible purpose to regain the old, proud industrial position. It is a method of meeting and dispelling trade depression that never fails in its object. It is a method which, if adopted in Canada in 1922, will ensure a bright and prosperous New Year.

The "Prosperity Advertising" that is appearing just now is being criticized on the score that it encourages the belief that prosperity is merely a state of mind. There is a "state of mind," however, without which prosperity is indefinitely postponed, and that is a mind to work. Fortunately the country is realizing this. 1922 may not see every cog and pulley revolving at top speed, but it will witness a revival if the "mind to work" tires not.

"How far can a dog run into the woods?" The answer is that when it has run half-way it is running out. The half-way point in the woods of trade depression has been reached. Each day brings us nearer to the clearing.

BETTER BUSINESS LETTERS*

12. Better Letters and You

Mastery of letter problems calls for the exercise of same abilities as brings success in other departments of business. No magic formula for good letters. Successful letter writers not content merely to know how to put glib phrases together

Written for Marketing by Louis Balsam.

THERE is a story going the rounds to the effect that the president of a famous railroad company made a boast that people were promoted quicker in his organization than in any other similar one in the world. As proof of this, he cited some thirty or forty incidents of men that had rapidly risen within a comparatively few years to positions of great importance. He said, in conclusion, that these men were quite typical of the majority of people working for the railroad.

After the meeting he was approached by a section hand, who told him that he couldn't agree with the president's conclusion inasmuch as a chum of his had been working 18 years on the same job without a raise in pay during the entire time. Naturally, the president was amazed and asked to see this man at once. He was taken out to the yards and introduced to Tim Sullivan.

"Is it true that you have been working with us for 18 years and are are still on the same job, receiving the same wages that you got when you started?" asked the president.

"Yis, sorr," said Tim.

"Well, what have you been doing my man? Show me your work."

Tim led the president to a nearby freight car and proceeded vigorously to pound the rim of one of the wheels with a hammer.

"This is phwat Oi've bin doin' fer 18 years," he said.

"What for, Tim? What's the purpose of that pounding?"

"Oi dunno. Oi never asked."

Tim is still pounding wheels, the president's boast to the contrary notwithstanding. Now, there are a lot of executives, office managers, and correspondents that are a great deal like Tim. True, they don't pound the rims of wheels for 18 years but they do something that is equally far seeing.

They go through an executive or semi-executive routine year after year, wondering vaguely, if at all, why they do certain prescribed tasks; why certain types of letters are necessary, and why certain rules have to be followed in correspondence policies. Yet, most of them come down to work every day and go through the same motions, never dreaming for a moment of getting behind the scenes to determine the causes that make their work necessary. That's why most of them remain rooted to their old job until they lose it because of lack of vision, or perhaps by dying in the rut, a pitiful take-off on our boasted intellect.

If we have learned nothing more from these articles than this: That a letter is not a thing in itself, but one step in a greater merchandising process, our time has been well spent.

Two Types of Executives

There are two types of executives; two types of correspondents; two types of men responsible for the correspondence policies of an institution. Each one has a distinct place in the business world, and each may make invaluable contributions to the progress of his firm. One type knows how to write letteers that are passing fair, or how to supervise the office work of others. He is familiar with the theory and practice of his own particular job, its mechanical features, its innumerable details and the hundred and one other things that take up his work as a distinct factor in itself.

The other type knows these things, too, but in addition knows Life.

The first has already become quite common. Correspondence schools are even now busy turning them out by the hundred, men who are equipped with the theory of business letter writing and who know quite a bit about the practice. These men will, undoubtedly, spend many years of their lives in useful endeavor. But they will continue to go along, year after year, doing the same thing in a routine, hum-drum way, once they get going. They will devote most of their hours writing letters or planning them, or helping others to write them. They will dictate what soon will become perfunctory business messages. They will soon begin to issue perfunctory orders, based on indifferent decisions. Their power will extend to their immediate task, not one step further.

The other type of executive or correspondent will do all these things but they will be to him merely as a Means toward a larger End. They will represent a fountain upon which he will build the structure of his real work. Such a man, having studied Life itself, as much as it is possible for a man to do, will realize that the greatest function of a correspondent or executive is not merely to turn out letters or to get the work in his department done efficiently, but to link up his work and Life; to teach others under him (and thereby himself) the relation of his work to the larger accomplishment of his institution—yes, even to the world as a whole.

Necessity for Brains

The older I become the more keenly do I realize that for the man of brains there is no such thing as "hard times." In fact, the more stringent do conditions become for the unthinking, the more necessary to the world is the man or woman of brains, one that can think into and beyond what he sees on the surface to the causes underlying them. Thus it is in correspondence that these letter writers who will have a dominant position in the world of accomplishment will be those able to back up the knowledge of their particular work, be it collections, sales, adjustments and what not, by an ability to understand the things that made his letters necessary, and backed by a genuine aptitude that will enable him to teach others what he has learned himself.

The letter writer who intends to make the study of any one department his life work and who believes that knowledge of his special field, from its various angles, is all that he will need, is automatically carv-

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ing out for himself a path which cannot lead much further than advanced mediocrity. Why is it that even in this day and age of super-specialization we find correspondents and semi-executives who have been at some task for goodness knows how many years? The answer, of course, is that these people have never thought of linking up the letters they write with the world immediately outside of their own particular branch of the business. The world needs such executives, true. So does it need ditch diggers and hod carriers, men who will bear the brunt of the world's necessary but painfully unremunerative labor.

This particular type will devote practically all his time toward reading books, magazines and papers that pertain altogether to his particular vocation. He will stop there, though; he will make no excursions into other fields of human endeavor. We meet his type everywhere we go. And we know that the majority of them spend many a wistful envious hour, wondering why the successful 2% have been "fortunate" enough to secure positions bearing a genuine responsibility and generous rewards.

"Shut Ins" are Handicapped

Nowadays no one entrusted with the very important task of making the contract between his concern and the outside world through letters can really afford to shut himself up in the thoughts circling about the very narrow sphere of one department. Yet hundreds of men, men endowed with genuine potentialities for real growth, deliberately erect a wall between themselves and ideas that they cannot use immediately in their own business pursuits. Philosophy, Sociology, Economics,, and countless numbers of things are merely words to this type. "Correspondence," "complaints," "adjustments," "sales" are his be-all and end-all. Such a man will do good work, true, but he will never reach the heights he knows in his own mind are capable of being reached by men no brainier than himself. And he probably will lay down his his tools when the time comes, just enough dissatisfied to have made his life incomplete.

In the meantime, the other type of executive will go on learning, eagerly groping for more and more knowledge. This doesn't mean that he will spread himself out all over the world. No, he will keep ever in the background his one big objective to make himself a truly valuable leader. He will go about that particular task by adding as much as he possibly can to his knowledge of men in the various fields of human endeavor, and what they are doing in the world.

More Than Easy Diction

It used to be the old fashioned idea that anyone who had a free and easy diction could be a good letter writer. That this is no longer true has been proved in countless thousands of instances, especially in the last year or two. Nowhere is it truer that the letter writer of today who will make good, is the one that continually contacts with Life, than in the field of executive correspondence. I have known many cases and so have you, wherein the reference on the part of some executive to a factor totally disassociated with the business at hand, has often helped swing some mighty big deals. One of the things those who think find out about business very, very soon, is that emotion governs even the most important business relation much oftener sometimes than cold, hard reason. That is why a correspondent cannot know too much about factors in life aside from his particular routine, that may appeal to the man he hopes to win over to his way of thinking.

The highest form of executive ability, and, therefore, the highest form of effective letter writing, calls for steady exercise of real salesmanship. It implies an eternal study of our fellowmen. It calls for strong leadership and power, which most executives have, but which many more need to cultivate carefully and painstakingly.

Not a Routine Job

It is by no means unusual today for the correspondent to step into the position of sales or advertising manager, and a few short years afterward of general manager, or even president of his individual concern. Why? He realized early enough in the game that the man who hopes to grow isn't merely content to write letters, isn't satisfied to know the routine of his particular department. He has simply made his immediate task a bed-rock foundation, upon which he was able to build the greater structure of his knowledge of people and the things in life that interest them, and, therefore, move them most deeply.

I have often had men ask me why it was that every once in a while they write a letter that is a "crackerjack," and yet when they try to repeat the trick by writing a similarly effective letter on a case that is even more important than the one that called out the masterpiece, they are simply unable to cope with the situation. To too many executives a really master letter is an accident. Whenever they do write an epistle of this kind they, themselves, can never get over their amazement at being able to achieve such a piece of work.

Scarcely a month ago, the general manager of a metal specialty shop, well known throughout the New England states, showed me a letter that had enabled him to close a $75.000.00 deal that he had been unable to "touch" for over three weeks, in spite of his most strenuous sales efforts. Said he, "I'd give any reasonable sum of money if you or anyone else could show me how to repeat letters of that kind, at will. It is only about one time in fifty years that I can write one like it, and yet there are times when these letters are so vital to my business that I feel like tearing out my hair because I cannot repeat them. How do you do it?"

No Magic Formula

Now here is the strange anomaly of the situation. This man, who had been instrumental in building up an unusually fine business; who knew the metal specialties field from "a" to "z": who understood the problems of financing, personal salesmanship, handling of men, expected someone to give him a magic formula that would help his letters! It took me nearly an hour of earnest talk to convince him that the same fundamental rules that apply to successful financing or to mastery in any field, *apply with equal force to successful letter writing.* Today, though, having grasped the principle, that man is able because of his ability to concentrate on the problem at hand, to write master letters almost as often as he feels like it.

You, too, can do the same thing, if you are prepared to pay the price —work, hard work, and lots of it.

Have you ever watched a master at his work, a master of anything—art, salesmanship, farming, tool making,—in short, anyone really adept at his particular vocation? Have you ever noticed, too, how he could produce the same effects or even better ones time after time? Have you marvelled, as I have, at his

sure, easy, positive, confident manner? Have you ever tried to figure out upon what basis rested his ability to repeat, at will, operations that resulted in perfect products every time he set his mind to create one?

If you have, it has probably occurred to you that this quality, the ability to produce practically perfect specimens of his work whenever he felt like it, that, alone, was sufficient to lift him head and shoulders above most of the other people, who were devoting their lives to identically the same work but who were achieving only mediocre results.

The line between success—real success—and just ordinary, poorly rewarded work is really a very slight one, indeed. The thing that seems an unsurpassable barrier between mediocrity and genuine excellence, is in reality only the shadowiest kind of a veil.

Dominance in letter writing, as in any field of endeavor, is, in the final analysis, dependent upon this: Are you willing to master the *fundamental principles* behind every sentence you write? Or, are you content merely to stumble along year after year, dictating the same colorless phrases, dependent for the reproduction of the occasionally super letters you may turn out, upon blind, futile chance?

Creation of master letters is no accident. It is, on the other hand, the product of understanding. An effective letter is a *result* based absolutely upon the grasp of a few fundamental rules that underly things which move other people to action.

Few things in life give a man as keen a satisfaction as does the knowledge that tucked away in his own brain are all the tools he needs to create better and better expressions of his own particular art, master letters in this instance. What a glorious feeling of power it lends to know that one can whenever he feels like it, write the type of letter that will convince other people of the wisdom of following his suggestions. And yet, what a feeling of humbleness and awe for the strange, blind chance forces of Nature that made it possible for him, a mere atom in the scheme of things, to give and to get such richness out of life itself.

The Secret of It All

Here is the secret of it all. We can never reach any point of mastery by drifting. We've got to *know* what we are doing. I'll guarantee that if you, amiable reader, will start right now, today, by making up your mind that hereafter you will never dictate another letter until you understand thoroughly *why* you are doing it; what results may accrue from your words and how you can repeat the combination that brought in these results whenever you wanted to—I'll guarantee that by following these rules *you* will become a master letter writer, all other things being equal.

Upon that very simple factor—the decision to look beyond and behind the words you dictate—hangs all the difference between the man who gets what he wants out of life and the man who hopes he can have these things yet believes they are the product of luck.

It is possible for you, no matter what you have been doing, to become an unusually good letter writer if you will be honest with yourself to *think* about your work, instead of merely accepting it as so much drudgery to be run through in a hurry. In fact, if you will make up your mind to devote only two hours a day out of your spare time to studying, and thereby to grasp a real understanding of the fundamental factors behind the words you dictate, it will not be long before you will find yourself in a position of real dominance.

If you will carefully look into the lives of those friends of yours who have made a better than average success of their days, and try to find out just how they did it, you will find that their answer is the same, although expressed in, perhaps, a hundred different ways. They simply made up their minds that they would turn their hand to nothing they did not understand the why and wherefore of. They

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TWELVE TIPS ON ADVERTISING*

Tip No. 9.—Follow The News

Highest skill in newspaper advertising achieved when you get the benefit of the news. Advertisements must have news element to fit their environment, otherwise they prove uninteresting.

By Herbert N. Casson

THIS Tip will deal more especially with advertising in NEWSPAPERS, although it applies, in a lesser degree, to magazine advertising, booklets, sales letters and posters.

To begin with, a newspaper contains two varieties of news—(1) the news of the day, written in an interesting way by professional writers; and (2) the news of the business world, written in an uninteresting way by all sorts and conditions of writers. The latter "news" we call advertising.

Most readers of newspapers pay no attention to the ordinary advertisements. They buy the paper for news, not for the advertising.

The advertisements are trespassers, from the point of view of the average reader. Why not face the facts and admit this?

How many thousands of times has a newspaper been thrown down by a reader, who said in disgust—"nothing but advertisements!"

Consequently, it is a vital matter for every advertiser to make his advertisements as interesting as the story of the railway collision and the adventures of the man who married three wives.

An advertisement intrudes in a place where it is not wanted. It comes under the eyes of a man who is keenly interested in SOMETHING ELSE.

A man is reading about a murder

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trial, for instance. He is absorbed in the evidence and the duel of the lawyers.

Then, when he is fascinated with the tragedy of the daily news, an advertiser plucks at his eye and says —"BUY ROBINSON'S JAM". What's the use of that?

Stupid Advertisements

The stupidest of all advertisements perhaps is the mere name of the firm or the goods, printed on tin placards in the railway stations .

And the cleverest of all advertisements is the one that has been woven into the warp and woof of the news of the day.

The news is daily. It is fresh. That is why we call it the "news." and that is why the advertisements should be new and fresh.

A TIMELY advertisement, written on the spur of the moment, is usually far more effective than a larger one, elaborately illustrated, that has no news value.

Most artists, I am sorry to say, are temperamentally opposed to timeliness. They prefer linking the advertisements to Egypt and Olympus, rather than to the gossip of the daily press. As artists, they are quite right; but as advertisement-makers, they are quite wrong.

It is a mark of the highest skill in advertising when a manufacturer can GET THE BENEFIT OF THE NEWS.

It was a superb advertisement, for instance, when Waterman's told the public that the pen that Lloyd George used to sign the Treaty of Peace was a Waterman.

It was a perfect advertisement when the Jaeger firm printed a photo of the Australian cricket team—"all in Jaeger."

It is seldom that an advertisement can really become part of the news, as in these two instances; but it is often possible to have a headline that has a news flavor in some way.

It must not, of course, be done in a clumsy way. You would not say, in a headline "SPEAKING OF THE SHEFFIELD MURDER, HAVE YOU SEEN MY ALL-STEEL BICYCLES?"

But you would in some way LINK THE NEWS OF THE DAY TO THE NEWS OF YOUR BUSINESS.

To do this is difficult, but it is Profitable. It will soon save you fully 75 per cent. of your advertising expenses. It will give you the effect of a full page, with only a quarter-page of space.

Big Space Not Needed

I once knew a hatter who made his fortune by the use of 4-line advertisements—each with a single sentence on the news of the day, and always weaving in a reference to hats.

At the end of a year, people looked for his snappy little advertisements. They talked about them. He became the most famous hatter in a city of 400,000 by the use of small clever newsy advertisements.

We must bear in mind what "news" is. It is something important or unusual or concerning famous people and places.

It is gossip—scandal—crime—accident—politics—war—romance.

It is NOT BUSINESS, certainly not. It is in general something ABNORMAL.

If you say—"A Hen Laid An Egg" that is not news; but if you say—"A Rabbit Laid an Egg," that *is* news—away it goes to every corner of the world.

A newspaper is a penny museum of oddities and horrors and excitements. That is why people buy it. They want to be amused.

A newspaper is a sort of printed cinema, showing in its pages the moving pictures of the daily news.

So, when an advertisement is put into a paper, it must be made to fit its environment—that is the plain truth of the matter.

An advertisement, too, must entertain. It must compete with the Punch-and-Judy news columns. It must keep up the excitement as far as it can. It it does not do this, it will be as much neglected as a red pillar-box at the zoo.

A heavy, dignified page of self-flattery, without a metaphor to brighten its gloom or a timely phrase to adorn its shop-talk—how can it compete successfully with the vivid sensational news of the day?

If Reporters Wrote Ads.

I have often wondered what sort of a newspaper we would have, if the advertising men were to write the news, and the reporters were to write the advertisements. No doubt, its circulation would go down, and its rate per page would go up. No newspaper has ever dared to make the experiment.

Is it not true that most advertisements are written as though they were to be carved in stone? Are they not packed with abstract words, as though they were essays in academic reviews?

Here, for example, are a few of the advertising phrases that I find in a single newspaper:

"Efficient transport," "superiority and economy," "comprehensive range," "absorbing interest and lucidity," "artistry of world-famed couturieres," "vitamines, those growth-promoting essentials," "a scientific film combatant,' "the alkalinity of the saliva." Who has the slighest interest in such pedantic phrases?

They might, no doubt, suit an advertisement in a monthly review, but in a newspaper—could anything be more absurd?

A paper lives for an hour and an advertisement lives for a minute—therefore MAKE THE MOST OF YOUR MINUUTE.

Yesterday's paper is worthless—not worth a penny a dozen. And to-day's advertisement, if it makes no use of to-day, may be quite worthless too.

The great basic fact is that a nation is a vast herd of people—thoughtless, indifferent, self-absorbed, happy and miserable people, who are thinking the same things at the same time.

The nation lives day by day. It says—"Give us each day our daily gossip"; and if you wish to attract the favorable attention of this herd of people, you must GO WITH IT AND TALK ABOUT WHAT IT IS INTERESTED IN.

There's a fortune for any man who can make the best use of this Tip—FOLLOW THE NEWS.

* * *

The first weeks of the new year saw a great deal of newspaper copy devoted to announcements of price reductions by automobile and truck manufacturers. Among these making such announcements were the makers of the Nash, Oldsmobile, Chandler, Paige, Hudson, McLaughlin, Essex and G. M. C. trucks.

* * *

J. W. S. Service, formerly production manager of A McKim Ltd., advertising agents, Montreal, has been appointed production manager with the R. C. Buchanan Co. Inc., of Los Angeles, California.

* * *

J. Beverly Abraham, son of C. A. Abraham, business manager of the Vancouver *World*, and himself a former Winninpeg newspaperman, together with Jerome Kerrigan Lynch, a well known Pacific Coast newspaper writer, has recently organized The Pacific Press Service, 45 Flack Bldg, Vancouver, B. C., to furnish news and feature matter not ordinarily sent over the wire.

* * *

T. B. Harker has been appointed sales manager of the Tropical Food & Chemical Co., Kitchener. He was formerly with the F. F. Dalley Corporation.

* * *

A new monthly to be called *National Life* is said to be about to make its appearance, edited by Miss Grace Kennedy.

REVISED LIST OF CANADIAN HOUSE ORGANS

In this issue MARKETING publishes its third annual list of House Organs printed in Canada. If any errors or omissions are noted by our readers we shall appreciate having them called to our attention.

MARKETING presents herewith its third annual list of Canadian House Organs, revised to date. Several new publications are listed, a few changes are recorded, and a number of house magazines that have been discontinued since the previous list was published in the January 15th issue last year are eliminated.

Among the new arrivals in the field are:

Furniture Future, a monthly issued by The North American Furniture Co. Ltd., Owen Sound, the first issue of which appeared in November, 1921.

Hart News, circulated among retailers by Samuel Hart & Co. Ltd., clothing manufacturers, of Montreal.

The Link, a magazine for employes issued monthly by the Imperial Bank of Canada, which first appeared in June, 1921.

Massey-Harris News, published twice a month by the Massey-Harris Co., Ltd., for circulation among their branches and local agents. This company publishes two other house-organs, one of which—*Massey-Harris Illustrated*—was established in 1881, and probably holds the distinction of being the first house organ in Canada. It is certainly the oldest existing one.

McClary's Magazine, commenced April, 1921, and published monthly by the McClary Manufacturing Company. This magazine, which goes to 150,000 customers and prospective customers, is not to be confused with *McClary's Wireless*, a dealer organ, produced under separate editorship.

Sprinklings, circulated among the hardware trade by Lowe Bros., Ltd., paint manufacturers, Toronto.

The Surface Saver, also a trade publication, published since January, 1921, by the Martin Senour Co., paint manufacturers, Montreal.

Industrial Rubber News, a bimonthly, (which does *not* mean semi-monthly, as so many imagine, but once in two months), published by the Goodyear Tire & Rubber Company of Canada, and circulated to the hardware trade and to industrial plants, etc.

Wampole's Dealer Helps, produced by Henry K. Wampole & Co. Ltd., manufacturing pharmacists, Perth, Ont. (This publication began in February, 1920, but was not previously listed).

Progress: Canada, issued by Lever Brothers Limited, soap manufacturers, Toronto, quarterly. (Began in 1920, but not previously listed).

The Bell Telephone Co. of Canada, which commenced publication of *Some Facts* in July, 1920, is now issuing a new organ called *The Blue Bell*. The first number appeared last November.

The Bulletin of the American Port Authorities, Montreal, is now known as *World Ports*; and the Bulletin of the Sarnia Chamber of Commerce is now called *The Sarnian*.

The *Canadian National Railways Magazine*, listed below, continues as a house organ, in the sense that it is still circulated among employes, although its scope has recently been widened. The magazine now has a circulation of 32,740, and is making a bid for advertising on the grounds that it is a national publication.

Among the house organs dropped from last year's list are: *The Patrico Crusader*, W. G. Patrick Co., Ltd.; *Connecting Links*, Dominion Chain Co., Ltd.; *Bob's Booklet*, R. J. Long & Co., Ltd.; *Renfrew Times*, Renfrew Machinery Co., Ltd.; and *The Resonator*, R. S. Williams & Sons, Ltd.

The last-mentioined company, however, continues to print *The Canadian Bandsman & Orchestra Journal*, circulated among band leaders and players, and also *The Echo*, which reaches four thousand music dealers.

It is evident from the data gathered for compilation in this list that even during the strenuous year just passed there has been little disposition to dispense with house organs. They have an individual and peculiar function to fill, and it is significant that in Canada, at any rate, the majority of them are produced by manufacturers who spend large sums in other forms of advertising as well. Very few are published by non-advertisers.

Explanation of abbreviations under heading of frequency:

W. Weekly.
M. Monthly.
SM. Semi-Monthly.
BM. Bi-Monthly.
Q. Quarterly.
SA. Semi-Annually.

House Organs Published in Canada at End of 1921

Name	Issued by	Business	When Est'd and Frequency	Size & No. of Pages	Editor	Circulation
Agents' Bulletin	Mutual Life Ass'ce. Co. of Canada, Waterloo, Ontario	Insurance	Feb. 1913–M	9x6–32pp.	B.W.M. Grigg	1,300
Agents' News	Imperial Life Ass'ce. Co. of Canada, Toronto	Insurance	1900–M	7x9–24 pp.	J. G. Parker	1,000 salesmen
Agricultural and Industrial Progress in Canada	C.P.R. System Montreal	Railroad	Oct. 1919–M	8x10½–20pp.	N.S. Rankin	5,750
Algoman, The	Algoma Steel Corp., Sault Ste. Marie	Steel	Oct. 1920–M	8½x11–32pp.	F. J. McGue	3,000 Employes
Auto Links	Can. Fairbanks Morse Co. Ltd., Montreal	Machinery	Jan. 1918–M	8½x11–12pp.	Hew Trill	8,800 dealers
Amphibian, The	Sadler & Haworth Montreal	Belting	Oct. 1917–M	6x9–12 pp.	W. J. Sadler	5,000 Employes

Canadian House Organs—*continued*

Name	Issued by	Business	When Est'd and Frequency	Size and No. of Pages	Editor	Circulation
Behind The Cotton Counter	Dom. Textile Co. Lts., Montreal	Cotton Goods	1920-M	6½x9½— 16 pp.		20,000 Dry goods clerks
Belts	Federal Engineering Co. Ltd., Toronto		1916-Q	6x9—16 pp.	S. C. DeWitt	3,500 Plants
Brompton News	Brompton Pulp & Paper Co. Ltd., E. Angus, Que	Paper	Oct. 1920-BM	12x18—8pp.	S. B. Osborne	1,350 Customers
Bulletin	Great West Life Ass'ce. Co., Winnipeg	Insurance	1911-M	6x9—28pp.	H. A. Cameron	1,500 Salesmen
Bulletin	Hydro-Electric Power Comm., Toronto, Ont.	Power	1910-M	28 pp.	W. M. Bostwick	3,600 Consumers
Caduceus	Can. Bank of Commerce, Toronto	Banking	Apr. 1920-M	6¼x9¼— 48 pp.	J. B. Alexander	2,000 Staff
Canadaink	Can. Printing Ink Co. Ltd., Toronto	Inks	1920-Q	5¾x8½— 16 pp.	W. E. Sharpe	2,500 Consumers
Can. Bandsman & Orchestra Journal	R. S. Williams & Sons Co. Ltd., Toronto	Musical Instruments	1912-M	7x10—32 pp.	A. L. Robertson	2,000 Players
Can. National RailwaysMag.	C.N.R. System, Toronto	Railroad	1914-M	5x8—100 pp.	W. J. Whiteside	32,740
Can. Oil News	Can. Oil Cos. Ltd., Toronto	Oil	1916-M	3½x6¼— 16 pp.	C. L. Archbold	300,000 Auto & Tractor Owners
Canoko Trade Talks	Can. Optical Co. Ltd., Toronto	Optical Products	Oct. 1920-BM	5½x8½— 16 pp.	S. B. McMichael	1,200 Retailers
C.C.M. Plant News	Can. Cycle & Motor Co. Ltd.		Nov. 1920-M	5½x8½— 4 pp.		600
Crest, The	Howard Smith Paper Mills Ltd., Montreal	Paper	Oct. 1920-BM	5x8—16 pp.	R. M. Maclean	10,000 Consumers
Darling Digest	Darling Bros. Ltd., Montreal	Engineers	Mar. 1918-M	6x9—16 pp.	E. B. Curzon	3,500 Engineers
Dominion, The	Can. Consol. Rubber Co. Ltd., Montreal	Rubber	1913-M	6¼x9¼— 16 pp.	W. F. Bilger	1,600 Employe
Door-Ways	Richards-Wilcox Can. Co. Ltd., London	Door-Hangers	1916--M	5x7½ 16 pp.	W. R. Yendall	8,500 contractors, etc.
Echo	R. S. Williams & Sons Co. Ltd., Toronto	Musical Instruments	1909-M	8x10—8 pp.	A. L. Robertson	3,000 Dealers
Excelsior Life Banner	Excelsior Life Ins. Co., Toronto	Insurance	1914-M	5½x7½— 4 pp.	C. P. Muckle	500 Agents
Foot Prints	Can. Consol. Rubber Co. Ltd., Montreal	Rubber	1914-SA	80 pp.	W. F. Bilger	20,000 Retailers
Ford News	Ford Motor Co. of Can. Ltd., Ford, Ont.	Autos	1917-M	8½x11½— 24 pp.		2,825 Dealers
Ford Service Bulletin	Ford Motor Co. of Can. Ltd., Ford, Ont.	Autos	1919-M	8½x11½— 6 pp.		6,000 Dealers
From The Ground Up	Ames Holden McCready Ltd., Montreal	Leather	1921-M	6½x9— 24 pp.	R. W. Ashcroft	600 Employees
Frosst's Drug Topics	Chas. E. Frosst & Co., Montreal	Drugs	1917-M	4½x6— 16 pp.		7,000 Retailers
Furniture Future	North American Furniture Co. Ltd., Owen Sound	Furniture	1921-M	8 pp.		
Gillette Blade	Gillette Safety Razor Co. Ltd., Montreal	Razors	1918-M	6x9—48 pp.		Employees
Gilt & Glimmer	Stauntons Ltd., Toronto	Wall Paper	1908-M	4½x6— 20 pp.	O. E. Daltray	6,000 Dealers
Ginger	Noble Scott Ltd., Toronto	Printing	1913-M	4½x8— 12 pp.	Noble Scott	1,000 Consumers
Graphica	Herald Press Ltd., Montreal	Printing	1912-M	5¾x8½— 8 pp.		2,500 Consumers
Greenshields' Monthly Review	Greenshields & Co., Montreal	Banking	1911-M	8½x11— 10 pp.	R. D. Bell	18,000 Prospects
Hart News	Sam. Hart & Co. Ltd., Montreal	Clothing	1921-M	9¼x12¼— 4 pp.	L. H. Fischel	1,700 Dealers
Home Bank Monthly	Home Bank of Canada, Toronto	Banking	1917-M	6x9—24 pp.		2,500 Staff
Humidor, The	Tuckett's Ltd., Hamilton	Tobaccos	1919-Q	8½x11— 8 pp.	F. H. Edginton	30,000 Dealers
100-Ton Booster	Can. Metal Co. Ltd., Toronto	Metals	1914-M	5½x8½— 24 pp.	H. C. Crow	5,000 Consumers
Hustler, The	House of Hobberlin Ltd., Toronto	Clothing	1912-Q	5½x8— 16 pp.	T. E. Ward	1,300 Dealers
Imperial Lifeguard	Imperial Life Ass'ce. Co. of Can., Toronto	Insurance	1917-Q	5x7½ — 32 pp.	C. Elvins	50,000 Prospects
Imperial Oil Review	Imperial Oil Ltd., Toronto	Oil	1917-M	8x11—20 pp.	C. J. Olson	7,200 Employees
Industrial Rubber News	Goodyear Tire & Rubber Co. Ltd., Toronto	Rubber	1921-BM	8x10½— 6 pp.	J. A. Comly	8,000 Users
Kodakery	Can. Kodak Co. Ltd., Toronto	Cameras	1913-M	5¼x7½— 32 pp.		Users
Kodak Salesmen	Can. Kodak Co. Ltd., Toronto	Cameras	1915-M	6x9—16 pp.		Dealers
Link, The	Imperial Bank of Canada	Banking	1921-M	6x9—20 pp.	M. Fitch	600 Employees
Linograms	Dom. Oilcloth & Lino. Co. Ltd., Montreal	Floor Coverings	1921-Q	6x9—16pp.	A. H. Illsey	20,000 Retailers
Martin's Papyrus	John Martin Paper Co. Ltd., Winnipeg	Paper	1917-M	6x9—20pp.	A. C. Hunt	1,000 Printers
Massey Harris Illustrated	Massey-Harris Co. Ltd., Toronto	Farm Implements	1881-BM	7½x10½— 16 pp.	J. Martin	95,000 Consumers
M. H. Weekly	Massey-Harris Co. Ltd., Toronto	Farm Implements	1919-W	7½x10½— 8 pp.	J. Martin	4,000 Employes
Massey Harris News	Massey-Harris Co. Ltd., Toronto	Farm Implements	1921-SM	7½x10½ 4 pp.	J. Martin	3,000 Branches
McClary's Magazine	McClary Mfg. Co., London, Ont.	Stoves	1921-M	7¼x10— 32 pp.	D. G. Clark	150,000 Customers
McClary's Wire	McClary Mfg. Co., London, Ont.	Stoves	1909-M	6x9—24 pp.	M. Wade	9,300 Dealers
McGill News	McGill Univ. Graduates Society		1919-Q	8¼x11¼— 80 pp.	J. W. Jenkins	6,500 Students
Meadows Coal Dealer	Geo. B. Meadows Ltd., Toronto	Coal	1919-SA	8½x11— 8 pp.	E. Dreier	2,200 Dealers
Meadows Mfg's Monthly	Geo. B. Meadows Ltd., Toronto	Wire-work	1919-M	8½x11— 4 pp.	E. Dreier	2,500 Consumers
Monthly Agency Report	Sun Life Assce. Co. of Canada, Montreal	Insurance	1916-M	6x9—44 pp.		2,350 Salesmen
Mon Pep	British Weekly Publ. Co. Ltd., Kingston	Printing	1919-M	4½x6— 20 pp.	L. A. Guild	2,000 Advertisers

Canadian House Organs—*continued*

Name	Issued by	Business	When Est'd and Frequency	Size and No. of Pages	Editor	Circulation
Mueller International News	H. Mueller Mfg. Co. Ltd., Sarnia	Heating	1918–M	6x9—24 pp.	G. A. Walker	1,000 Dealers
Mutualist, The	Mutual Life Assce. of Can., Waterloo	Insurance	1918–Q	9x12—16 pp.	B. W. N. Grigg	15,000 Policy holders
Nalaco	North American Life Assce. Co., Toronto	Insurance	1911–M	6x9—16 pp.	A. J. Hutcheson	800 Salesmen
Nalaco Policy-Holder	North American Life Assce. Co., Toronto	Insurance	1921–Q	3½x8—6 pp.	A. J. Hutcheson	45,000 Policyholders
Nat. Drug News	Nat. Drug & Chem. Co. of Can. Ltd., Montreal	Drugs	1908–M	6x9—32 pp.	E. G. Brewer	4,000 Drug Clerks
Neilson News	Wm. Neilson Ltd., Toronto	Chocolates	1920–BM	5½x8½—6 pp.		Employes
News Letter	Great West Life Assce. Co., Winnipeg	Insurance	1918–M	4x9—10pp.	H. A. Cameron	36,000 Policyholders
Office Appliance Notes	Can. Office Appliance & Supply Co., Toronto	Office Appliances	1918–BM	8½x11—24 pp.	S. Lowson	7,500 Consumers
Office Specialty	Office Spec. Mfg. Co. Ltd., Toronto	Office Appliances	1915–M	9x11¾—12 pp.	J. A. Fitzgerald	625 Employees
Our Market Opinions	C. C. Smith & Sons, Montreal	Brokers	1920–M	8½x11—4 pp.	C. C. Smith	3,000 Prospects
Prairie Lumberman	Western Retail Lumberman's Assoc. Winnipeg	Lumber	1920–M	7½x10½—54 pp.	J. R. Davidson	1,950 Dealers
Progress Canada	Lever Bros. Ltd., Toronto	Soap	1920–Q	36 pp.	W. M. MacKay	2,000 Employees
Pulp Press	Hydraulic Mach. Co. Ltd., Montreal	Machinery	1918–M	8½x11¼—24 pp.	B. C. Root	1,250 Consumers
Red Link Magazine	Sherbrooke Daily Record	Publishers	1919–Q	7x9—4 pp.	V. E. Morrill	1,000 Advertisers
Retail Merchants' Globe	Globe Printing Co., Toronto	Publishers	1919–M	8cols—6 pp.	L. J. Moore	5,000 Retailers
Retail Merchant's Monthly	Manitoba Free Press Co. Ltd., Winnipeg	Publishers	1920–M	8 cols—4 pp.	F. H. Avery	3,800 Retailers
Royal Bank Magazine	Royal Bank of Can., Montreal	Banking	1920–Q	7x10—48 pp.	C. P. C. Downman	4,000 Employees
Sarnian, The	Sarnia Chamber.of Commerce		1921–M	8x11—8 pp.	G. P. France	750 Members
Salesmotor	Imp. Oil Ltd., Toronto	Oil	1917–BM	8½x11—24 pp.	C. J. Olson	1,500 Salesmen
Spanish River News	Spanish River Pulp & Paper Mills	Paper	1917–W	9x12—20 pp.	M. Coyne	3,000 Employees
Sprinklings	Lowe Bros. Ltd., Toronto	Paints	M	9¼x9¾—4 pp.	M. Binnard	Dealers
Stephens Paint News	G. F. Stephens & Co. Ltd., Winnipeg	Paints	1919–M	6x8¼—16 pp.	W. S. Cumming	2,500 Dealers
Sterling Mark	Sterling Printing Service Ltd,. Montreal	Printing	1919–M	9x12—4 pp.	C. G. Brown	2,000 Consumers
Surface Saver	The Martin Senour Co., Montreal	Paints	1921–M			
Symbol	Dom. Messenger & Signal Co. Ltd., Toronto	Signals	1919–BM	5½x8½—16 pp.	E. Gorman	3,000 Clients
Telephone Talk	B. C. Telephone Co. Ltd., Vancouver	Telephones	1911–M	7x10—24 pp.	R. B. Bennett	2,700 Employees
Thinker, The	Mortimer Co. Ltd., Ottawa	Printing	1918–M	5½x8½—16 pp.	F. M. A. Stafford	4,500 Prospects
Tooke Talk	Tooke Bros. Ltd., Montreal	Collars		6x9—12 pp.	F. C. Wolever	3,300 Dealers
Tire News	Goodyear Tire & Rubber Co Ltd., Toronto	Tires	1913–M	12x16—4 pp.	J. A. Comly	5,000 Dealers
U. B. of C. Monthly	Union Bank of Can., Winnipeg	Banking	1919–M	6¼x9½—36 pp.	J. H. Hodgins	1,500 Employees
Vim	Can. Cycle & Motor Co. Ltd., Toronto	Bicycles	1915–M	8½x11½—8 pp.	J. H. Morrow	5,000 Dealers
Wall Beautiful	Colin McArthur & Co., Montreal	Wall Papers	1917–BM	6x9—16 pp.	L. A. Wilkinson	5,000 Dealers
Wampole's Dealer Helps	Henry K. Wampole & Co. Ltd., Perth, Ont.	Drugs	1920–M	8½x11—8 pp.	T. J. Maher	3,500 Dealers
Waterous Engineering	Waterous Engine Works, Toronto	Machinery	1918–BM	5¼x7¾—14 pp.	L. M. Waterous	1,000 Consumers
Willys-Overland Starter	Willys-Overland Ltd., Toronto	Autos	1919–M	8½x11—16 pp.	C Sanagan	1,200 Dealers
World Ports	Amer Assoc. of Port Authorities, Montreal		1912–M		N. P. Fennell	Engineers
Wrightcroft Review	Croft & Wright, Toronto	Printing	1919–Q	5½x8½—16 pp.		500 Consumers
Yates Quality	P. B. Yates Machine Co. Hamilton	Machinery	1919–BM	9x12—20 pp.		2,300

Wm. Wallace leaves C.D.N.A. to join Toronto Star

William Wallace, manager and secretary of the Canadian Daily Newspaper Association for the past year, has resigned, and will join the advertising staff of the Toronto *Star* on February 1st, succeeding George MacDonald.

Mr. Wallace was with the editorial staff of the *Star* for some years, leaving that paper to enlist. After three years with the Canadian army he became secretary to the Hon. N. W. Rowell, then president of the Privy Council. Later he was secretary of the committee in charge of arrangements for the Imperial Press Conference in Canada during 1920.

* * *

Minto Bros., tea merchants, of 280 Church Street, Toronto, are using posters to advertise their Minto Tea.

Death of W. B. Burgoyne

William Bartlett Burgoyne, owner and editor of the St.Catharines *Standard*, died at his home in that city on the last day of the old year. Mr. Burgoyne, who was a practical printer, conducted the St.Catharines *Star* for some time, and about 30 years ago founded the *Standard*, the only daily left in the field. He was the first president of the Master Printers' Guild of Ontario, and was chairman of the daily newspaper section of the Canadian Press Association in 1907.

* * *

Dr. Stanley S. Krebs was the speaker at the Montreal Publicity Association's lunch January 4. "Putting it Over" was the title of a most interesting talk on constructive advertising. Examples were given of tried and successful methods to follow in planning advertisements and advertising campaigns so that they may make the appeal desired to the people for whom they are designed.

New Manager for Massey-Harris in United States

George White, assistant general sales manager of the Massey-Harris Co. Ltd., Toronto, has been appointed general manager of the Massey-Harris Harvester Co. Inc., at Batavia, N. Y., with branches in the principal American cities. He entered the service of the company as a boy in 1898.

* * *

McClary's Sales Manager Dead

H. M. Bolger, many years salesmanager of the Montreal Branch of the McClary Manufacturing Co., died suddenly last week at his home in Montreal. For years he was secretary-treasurer of the Richelieu and Ontario Navigation Co., now the Canada Steamship Lines. He was a governor of several hospitals and member of the Montreal Board of Trade.

KIRKWOOD'S LETTER FROM LONDON

The making of new advertisers—tempest raging over agency commissions—soap samples a success ?)—gaining knowledge through bumps—the failure of Pelmanism, and other topics of current interest

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

AS I write, I am sitting beside an open grate fire. The flames are busy at their work of reducing black lumps of coal to a heat-giving mass. Until there is a bed of red coal in the grate, there will be but little radiation of heat into the room.

Watching the fire I became reflective. Instead of lumps of black coal, I saw human minds—the minds of those not yet persuaded that advertising would be good for their business. Instead of flames, I saw the enthusiasms of advertising agency men, publishers' representatives and members of advertising clubs—enthusiasms applied to the minds of those whose understandings in relation to the forces of selling are still black and hard.

There are confidence and patience in these enthusiasms. There is assurance that, given time and persistence, the resistant masses will become red hot and will begin to give out return enthusiasms; in other words, become advertisers.

THE MAKING OF ADVERTISERS

Advertisers are made slowly. At first they are potential advertisers, and are hard to set on fire. Like the coal one puts on a new fire, they will not ignite unless the fire has been skilfully laid and is sustained by other fuel of quick ignition. The spur of highly inflammable coal oil is often a needed accelerator. Also, time is a factor which must be provided for.

I think all of this as I scan the pages of *MacLean's Magazine*, for example. In the copy in my hand, I see the advertising of the Goldie & McCulloch Co. Ltd., The Dominion Oilcloth & Linoleum Co. Ltd., Dominion Textile Co. Ltd., Moffats Ltd., Dacks' Corticelli. This is but a short list, but it suffices.

It took years and years of canvassing by advertising men to persuade these firms to advertise in consumer media. I remember that quite ten years ago, I canvassed as an agency man the Dominion Oilcloth & Linoleum Company, but my fires were being applied to a piece of hard black coal.

It is certain that the sort of fire which I applied has been applied endlessly by scores of others. In the course of time the blackness turned to red; the outer heat had become inner heat; and this heat has become so intense that this company is using 3-colour full page advertisements in *MacLean's*, and probably in other media.

I venture to say that this company has quite failed to perceive that its conversion from deadness to fiery life is the direct consequence of the wrapping and never-ceasing flames and heat of all the advertising agency men and publishers' representatives who have been canvassing and persuading them for years and years. The probable thing is that those in this Company who finally decided to advertise felt that the Big Idea was original and spontaneous.

It is a way that most of us have: when we get religion, we feel that something wonderful has clicked in our own hearts and souls, and we are apt to forget that it is all due to the application of outer forces which have transformed potential things within us into desired action.

This little homily is designed to give encouragement to agency men and publishers' representatives who even now are applying the fires of their own faith to minds that are cold and seemingly dead.

It is not to be expected that the first touches of flame will ignite the cold mind, or that the ignited mind will instantly return an equal heat. What is more probable is that the cold mind will require to be clothed with outer and alien heat, which must be persistently applied and even fanned. Then, in turn, the swathing heat will penetrate the resistant mind; will liberate the gases of scepticism, error and ignorance; will open cracks, and so provide new surfaces and chambers for ignition. Then, in the course of time, the blackness and coldness will be changed into radiant red, and the new power will, in its turn, begin the subjection of the new fuel with which it comes into contact.

The making of a new advertiser is a costly business. It used to cost in Canada an average of $2 to call on a prospect. Let those prospective advertisers who are frequently canvassed reckon up what it is costing publishers and advertising agency men to make them advertisers, and they may find that the cost of their ignition and conversion may run anywhere from $1,000 to $10,000.

A TEMPEST IN ENGLAND

In previous letters I have told of the agreement entered into by the publishers of the Northcliffe newspapers as represented by the *Times* and *Daily Mail* and the association of British Advertising Agents. This agreement has been signed by numerous advertising agents outside the membership of A. B. A. A.

In a word, the agreement is not to split the agency commission allowed by the publishers in question.

When the news of the agreement became common property, there arose a great storm in the breasts of those advertisers who have been receiving substantial rebates of the commission earned by their advertising agents, and of those advertising agents who have found their opportunity in offers to split commission.

Advertisers have an association—the I. S. B. A. —the Incorporated Society of British Advertisers. This Society has issued a manifesto and the commission-splitting agents have formed an association to protect their position and assure their rights.

In the *Advertisers' Weekly*, and by circular and meetings, the opponents of the agreement are giving voice to their rage and opinions:

A Hustle for Business

---and business worth hustling for

You may be sure there will be a *hustle* for business in 1922.

And business will be worth *hustling* for.

* * *

There is a better sentiment among the consuming public. The indifference of 1921 is passing. Some manufacturers and wholesalers know this, and they are making preparations for more sales. In the new demand for goods, which it is expected 1922 will bring, the public will give preference to the products they are familiar with.

The retailer will demand "quick sellers"—advertised brands which his customers know.

If you are hoping for better trade in 1922, *help to make trade better* by advertising in the only advertising mediums which everybody reads—the daily newspapers.

Come into the Toronto-Ontario market—where one-third of the people of Canada live. The Toronto-Ontario market is easy to sell in; easy to ship to. Its newspapers thoroughly cover it.

The Globe is Dominant as a General Advertising Medium among the newspapers of Ontario. Its circulation of over 100,000 daily is the largest ever GAINED by a morning paper in Canada. It carries most general advertising in its field because it serves general advertisers best.

Member Audit Bureau of Circulations

The Globe

TORONTO

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT PORTLAND, ORE.

and these opponents include many advertising managers, some of important advertising firms.

Speaking for myself, I am somewhat amused by the ebullitions of the offended ones. As I see it, they are scrapping over a bone that is theirs by courtesy and not by right. If we accept the present method of agency remuneration, namely, a commission from publishers, then it is clear that such publishers as choose to do so have an admitted right to appoint their own agents and to deny to others "recognition", and an admitted right to price-fix and maintain the consumer-price of their product; in other words, to require advertising agencies recognised by them to refrain from price-cutting.

Sellers of other forms of proprietary merchandise have an admitted right to appoint their own exclusive agents of distribution and to require them to maintain the seller's price.

Price-cutting is a reprehensible practice, and price-cutters ought to be prevented from price-cutting.

The theory behind the present method of agency remuneration is that the agency is or shall be a producer of new business. The price-cutter cripples, by the very fact of rebating, his power to produce new business, and to maintain a service or organization which will produce new advertising. In this country, whatever it may be in Canada or the United States, many advertising agencies own their existence to the fact that advertisers set them up in business, in order to obtain the return of a goodly portion of publishers' commission. Also, the advertising of not a few advertisers is secured on the offer to rebate commission.

Many large advertisers maintaining their own sufficient and efficient advertising department claim that they have a right to receive from the agency employed a substantial rebate of the commission received. That is, they use an agency for no other reason than to obtain a rebate or discount not obtainable if their advertising is placed direct. But the whole theory of allowing a commission to agencies is that they shall be producers and developers of new and additional advertising, and an advertiser cannot be regarded as a business producer: he is a mere consumer, and as such is entitled to no portion of the publisher's commission.

Again, the agency which is utterly inactive as a business producer, is not entitled to commission, and it is quite unfair to those agencies which are creators and expanders, of advertising to have them as competitors.

In making these observations I am not contending that the present method of agency remuneration is right. The better and sounder way may be the abolition of publishers' commission, and the establishment of the practice of remuneration by the advertiser.

In the meantime, we in this country watch with some measure of interest the boiling of the pot.

A Soap Story

Some months ago a soap manufacturer, affiliated by a merger with a gigantic corporation, decided to put a new laundry soap on the market, to give Lever's a black eye, and, incidentally, to make a little useful money for shareholders.

Because the account looked promising, it was sought by a number of advertising agencies, among them some large ones and some obscure ones.

The principals made personal visits to certain advertising agencies, and put each one called on through the hoop. Then, in the end, an agency, practically unknown in Fleet Street, was awarded the prize of the account, and I heard it said that it stated that it knew from the beginning that it was to get the business.

A few days ago I heard a continuation of the story. It was to the effect that the sales campaign had opened in a populous section of Great Britain; that the big idea was the offer of a tablet of a new soap free on presentation of a coupon, at a central address; that the public over-did it; that is, the "returns" of the newspapers carrying the advertising became negligible, for it was good business to buy a paper for the coupon which could be exchanged for a 6d. tablet of soap; that the applications for free soap were so numerous that the makers had to re-buy the stock placed with retailers, and that this was a painful, because over-costly, experience.

The sequel may prove the whole venturing a very profitable one; but, as I have heard the story, the makers hold a different opinion.

But one thing is admitted, namely: it was a mistake to offer free soap without safeguards. I recall that in Canada a maker of toilet soap offered free tablets, and that retailers bought up hundreds of copies of newspapers containing the offer, had the coupon filled in, and so obtained goodly quantities of stock at a very minor cost. Then it was learned by the makers that the scheme of the coupon offer should have been more closely and carefully considered before being used. Opportunity makes a thief.

Learning with One's Head

Wisdom is acquired by using one's head in two ways: (1) bumping the outside of it against things that hurt and punish; and (2) using the inside of it for reflection. Youth prefers as a rule the first-named method—the method of experiment; and when I say youth, I mean beginners.

The soap manufacturers referred to may provide an example of the first method. My information does not permit me to make positive statements; but I have in mind another example of the first method.

A man—not exactly young—is the managing director of a company making an article of apparel for women, competitive with a widely advertised and distributed product of precisely the same sort. This man wanted to get there quick and cheap. He sought advice, but did not take it, and insisted on going ahead on his own ideas. These ideas were: appoint several wholesalers as exclusive distributors, advertise in the trade press in small spaces and use certain consumer media to acquaint women with the fact and name of the new product.

On the surface, these ideas may look sound. So they are, so far as they go. But it will be noticed that:

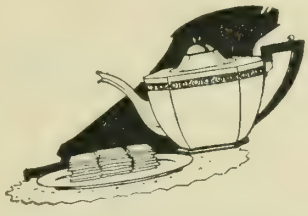
> Reliance for canvassing the retail trade was placed on a few wholesalers.
>
> There was to be no direct solicitation of the retailers.
>
> The advertising in national media was meagre as to amount, because the appropriation was small; and invited no correspondence or any sort of "come back" from potential consumers. Indeed, the advertising in both the trade press and in consumer media omitted the maker's name and address.

When the advertising had been appearing for about two months, this manufacturer wished to can-

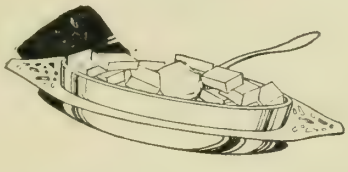
NUCOA

"A Wholesome Delicious Spread for Bread"

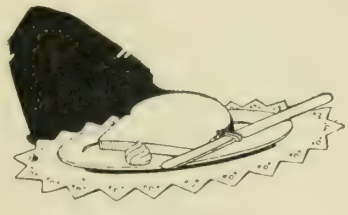
Children Like Nucoa



For Social Tea



No Other Spread Desired



Bread and Nucoa

Bread and Nucoa--

NUCOA'S supreme quality and the important fact that no other spread for bread is desired or required in homes where Nucoa is used, were the ideas to be popularized.

Nucoa is a delightful product made from pure, sweet nut oils and pasteurized milk. It is not a substitute for anything else but it is used and praised for *its own goodness*, in mansion and cottage, alike.

Some of our friends have been good enough to commend the way we have fulfilled our assignment to visualize and portray Nucoa's character and purpose in the series of advertisements now running in newspapers throughout the Dominion.

To assist in determining salient sales points and to present these facts in a pleasing and effective way, are vital factors in the service we offer to all of our clients—portions of *A Complete Advertising Service* which might be helpful in the advertising of your own firm.

TRUTH WELL TOLD

THE H·K·McCANN COMPANY LIMITED
A Complete Advertising Service
14 King Street East - TORONTO

cel all further insertions scheduled because he was obtaining no results.

Transferring the carrying of one's load to sub-agents is not a very sound practice. It is just shutting one's eyes, and hoping, and he who only hopes is hopeless.

This manufacturer should always be diligent in the extreme in assuring that retailers are taking up his product; and equally diligent in his efforts to send them a consumer demand. Yet all that he did was to make representation arrangements with a few wholesalers, and insert a very moderate amount of advertising in a few good consumer media. Having done this, he figuratively went to sleep, to waken up two months later to the fact that nobody was very busy in relation to his business, not even himself.

This man is learning now to sell, through the outside of his head—by painful bumps.

I could add numerous other illustrations of marketing failures due to the conviction of manufacturers or their sales managers that they can command and compel success by methods that have been discredited by others' experience. Some say: "But I have a better article and I can sell it at a lower price." and they stupidly think that these two advantages will alone, or with advertising, divert public demand from a wisely-marketed and extensively advertised competitive article.

Successful marketing depends on obtaining first-class distribution, and on building up insistent and persistent consumer-demand, and to do this means the exercise of every gift and all the energy and genius a good sales manager possesses. It means eternal vigilance and eternal activity. It means carrying the heavy end of the sales burden from the beginning to the better end. Any manufacturer who trusts to wholesalers, retailers and advertising, so that he may go to sleep and stay asleep, deserves all the rude jolts which he will surely get.

Banquet to Wareham Smith

Wareham Smith, since 1907, advertising director of the Associated Newspapers (the Northcliffe papers) and previously advertising manager of the *Daily Mail*, has retired on a pension, said to be £2000 per annum. He is still a young man so far as years are concerned—not yet 50; but his bodily health, after 25 years of most arduous work for the London *Daily Mail* and sister papers, has suffered not a little.

Recently he was tendered two banquets, one by his confreres in Carmelite House—the home of the Northcliffe papers; and one by about 500 men—advertising agents, advertisers, newspaper men and distinguished citizens connected with H. M. Government and with the City of London. The Lord Mayor of the City of London and a company of his sheriffs were present, and gave a touch of color and pomp to the occasion. The Postmaster General and the Chancellor of the Exchequer were important guests.

The chair was occupied by Lord Dewar. The toastmaster, in scarlet coat and knickers and hose, was he whom a company of Amerincans had bribed to go to the U.S.A. for a few weeks last summer at a very handsome wage, in order that New-Yorkers might see and hear and admire this foremost representative of a picturesque and historic British institution.

The Souvenir menu card—I send you a copy —was something very special. The dinner itself was ample, and something more. The wines were of one's own choosing, and some vintages had enough kick in them to satisfy the requirements of those who want action. One man who sat at a table adjoining the one where I had my place was under the constant censorship of two friends who had a busy time to keep him subdued. He wanted "hip, hip" at the wrong time, and was noisily impatient when some of the speakers were over-long in his opinion. When the time came for a "hip, hip" he led the cheering, and I am sure that he felt himself an important contributor to the success of the banquet.

The organizer of the banquet was W. S. Crawford, that dynamic Scot who visited the U.S.A. and Canada a year and a half ago.

To the guest of the evening was presented a book containing the signatures of the guests, and a cheque which he gracefully re-presented to the Advertisers' Benevolent Association; and to Mrs. Wareham Smith, who sat in a balcony, was presented a diamond ring.

Many pleasant and appreciative things were said to and about "W.S." and among the messages were cables from Lord Northcliffe, his former "chief," from Hong Kong; and from President McIntosh of the A.A.C.W., whose message read: "Associated Advertising Clubs of the World desire participate public expression of appreciation for magnificent work of your Mr. Wareham Smith in cause of advertising."

Mr. Smith is not withdrawing from the world that has known him so well and in which he has been a great force. He proposes, so I understand, to identify himself with some drapery house, for example; or perhaps some advertising agency where his service will be chiefly advisory, and where the strain of direction will be removed; and, already, he has an advisory affiliation with Cassells, the publishers.

For nearly six years I had intimate daily association with "W.S.", and when I left London to return to Toronto in 1911, Wareham presided at a farewell dinner given me by my associates in Carmelite House.

Pelman Institute

Pelmanism as a commercial enterprise has had a set back in this country. The Institute has been unable to pay its creditors. The chief of whom are the Frederick E. Potter Advertising agency, whose claim totals £19,500; and the Wilkes Press, whose claim amounts to £4650.

From the nature of the business, the assets are goodwill only. It is probable that the business will be continued by its originators. Two Marketing—6.. .... years ago the Institute was heavily capitalized, and a vast sum was spent on advertising. Latterly, business has slumped, and the life-blood of their students' money has ceased to flow towards the Institute in any sizable streams. It is a sort of business which subsists of necessity on advertising, and on very vigorous advertising. Probably, when young officers were being demobilized, and had gratuities burning holes in their pockets, many took up Pelmanism in the hope—inspired and fed by Pelman advertising—that fine posts awaited Pelman students. This is pure conjecture on my part.

Personally, I think Pelmanism oversold itself. Many thought it a royal road to employment with good pay and great futures in attendance. Always those who advertise easy roads to golden tomorrows will find

Available At Once

two first class salesmen,—one with 16 years' experience, and the other with over 10 years' experience.

These two salesmen whose services are available to a wide-awake progressive manufacturer, have clients in every Town, Village and Hamlet throughout South Saskatchewan. Their past and present connections have given them a broad and practical knowledge of executing National advertising campaigns, dealer co-operation and marketing conditions.

Their clients who number over 33,000, and whom they call on daily, are capitalized at over $500,000,000, which sum of money they have just received from the sale of their farm products, and the year 1922 will find them in first class shape—ready to buy the products of the manufacturer who decides to avail himself of the services of these two super-salesmen.

These two salesmen with their assistants, ending Dec. 1921, sold in Regina 3,600 automobiles and in the province of Saskatchewan 60,836.

References:—Any recognized advertising agency or

E. J. GUY
302 Royal Bank Building
Toronto, Ont.

E. L. McARTRUR
232 St. James St.
Montreal, Que.

The Morning Leader
REGINA

Regina Daily Post
(*Evening*)

Saskatchewan's Two Greatest Salesmen

With the largest clientele between Winnipeg and the Coast

buyers of their merchandise. I feel quite sure that if some priest or church offered printed tickets of admission to Heaven, with a guarantee from seizure by Satan, a profitable mail order business would accrue. Many, many persons have faith in charms and mascots, and if the guarantee entrance to Heaven card bore an authoritive signature, I am sure that its possession would give great content and confidence to those purchasing it. Such a card might even acquire and enhance resale value. In any event, I pass on this idea. Some readers of MARKETING may see possibilities in it.

HORATIO IS AGGRIEVED

Horatio Bottomley, M.P., has been getting advertised in a way quite unwelcome to him and to his employers, the Odhams Press, publishers of *John Bull* and numerous other papers. This advertising of Mr. Bottomley came at an unfortunate time for the Odhams Press, because its prospectus, announcing an issue of 225,000 ten per cent. shares, par value £1, made its appearance during a police court proceeding in which the Bright Light of the Odhams Press was the principal figure.

Mr. Bottomley has enemies, some of whom are found among judges and barristers, among editors, and among those whose faith in The Great Horatio has been given staggering blows. He and his affairs, past and present, have been good "copy," and the newspapers have not imposed any hush on news relating to a very conspicuous figure in London newspaperdom.

THE ODHAMS PRESS

Two Canadians have places on the board of directors of the Odhams Press: Lt. Col. W. Grant Morden, M.P., Chairman, and the Rt. Hon. Sir Gilbert Parker, Bart.

The Odhams Press has had a very remarkable history of progress and prosperity. The business was established in 1847, and took its present designation about 2 years ago. Its growth is indicated by the following figures:

Printing		
Turnover	1903	£ 62,067
Turnover	1920	653,300
Publishing		
Turnover	1908 (Apr.-Dec.)	£ 15,618
Turnover	1920	359,348
Advertising		
Turnover	1908	£ 10,108
Turnover	1920	242,827

Its net profits rose from £67,977 in 1913 to £150,265 in 1920. It prints many publications which it does not own, and many which it does own. It incorporates the businesses of bill-posting and engraving, and recently bought a daily newspaper, *Sporting Life*, probably the most influential sporting paper in the United Kingdom.

BRITISH WATCH MAKERS BEING ECLIPSED

An English lever watch is declared by Englishmen to be the finest watch in the world—declared by word of mouth, that is. No printed publicity is given to this faith. Everybody knows it—so the watchmakers say.

Perhaps everybody does. If so, then everybody does not buy the finest watch in the world. Many buy what they are bidden to buy—by press advertising, so they buy Waltham and Ingersoll watches of American origin, and watches made in Switzerland.

Waltham and Ingersoll watches have been extensively advertised in British newspapers, and now a Swiss watch has reared its head, and has spoken, declaring itself to be the finest watch value in Great Britain. Its name is "Cymrex," and sells for 17/6—say $4.25. It has secured a good national distribution and I believe is having a good sale.

What interests me about this new watch is that it has "broken into" Britain with seeming ease, because the door was left unlocked. Through this unlocked door in Britain—left unlocked by British manufacturers and regarded as being an invitation to competitors from Europe and America—have come many doughty fighters—the makers of Community plate, Stetson hats, Pompeian toilet specialities, Pepsodent tooth paste, and many, many more. No hat-maker in this country tells the men of the United Kingdom to buy his hat; only one British maker of electroplated ware employs advertising to any extent—Mappin & Webb, and this firm has built up a demand so enormous that many other manufacturers make for it. Nobody in this country—American, British or French—advertises talcum powder in any attention-gripping way, with the result that very little talcum powder is used in this country. The per capita consumption of this soothing dust in both Canada and the United States must be many multiples that of this country.

I suggest that some Canadian makers of good things should look at this market with greedy eyes, and should follow desire with action. If products from the land of Uncle Sam can find a market in this country, then it is certain that equally good merchandise emanating from Canada—a British dominion—would have a greater favour.

But I say again: let the Canadian manufacturer who comes to sell in Britain remember that this country has a population five times that of Canada; and that the money sufficing to persuade 8 million people to buy will require to be several times multiplied if 42 million people are to be equally and similarly persuaded.

WALES FOREVER

A good story was told me by a member of the British House of Commons concerning the way titles in this country are sometimes obtained; namely, by the payment of substantial sums to party funds. In Canada, when the acceptance of titles was permitted, the exchange of money was often a *sine qua non*. Perhaps Canada learned from Britain.

It was a certain Welshman who desired a "Sir," and he paid £10,000 for it. Shortly afterwards, he became insolvent, and in the investigation which would follow, the whereabouts of a sum of £10,000 would have to be disclosed. With a fine appreciation of the potential embarrassments of the situatiion, Sir Taffy Welshman notified the Government of the undesirable publicity which might follow his confession at the court of enquiry. The Government saw the point and promptly returned the £10,000. So Sir Taffy obtained his title for nothing.

A hint or suggestion is in this story—a suggestion to some seeker after honors—not honor: Let him make the necessary secret contribution: let him go bankrupt; let him point out delicately and thoughtfully the embarrassment of publicity should the fact of his contribution become the property of a hostile press: and the chances are good that he'll get his money back, and still retain his honors.

Publicity, it is seen, is something sometimes to be shunned. Not always does it pay to advertise.

Home of the "Journal"

The Goodwill of the Ottawa Retailer

NATIONAL Advertisers recognize the value of a newspaper that creates dealer action—that fosters dealer goodwill. In the Capital the relations between THE JOURNAL—Ottawa's Paper that 'goes home'—and the retail merchants are of the most intimate and cordial character.

The closeness of these relations is evidenced by the remarkable volume of local advertising carried day by day in THE JOURNAL. It is, peculiarly, the paper favored by the aggressive retailers of Ottawa—the medium they themselves read and prefer.

Advertisers, in many lines, appreciate the value of this direct local contact with the Consumer—of THE JOURNAL'S Undoubted Home Influence—and they schedule it as 'first choice' in the Ottawa Field.

In OTTAWA for your 1922 publicity THE JOURNAL *first.*

The Ottawa Journal Dailies

The Morning Journal (Members A.B.C.) **The Evening Journal**

Average Circulation for Month of December, 1921 - - - 28,045

MORNING - 5,203 **EVENING - 22,842**

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

OUR BEST ADVERTISEMENT IN 1921

Representative Canadian advertisers select for "Marketing" the best advertisements they have published during the past year, with reasons for their selections. An interesting review of Canadian advertising copy from the advertisers' own viewpoints

Continued from January 1st issue

THE Gillette Safety Razor Co. of Canada Limited., Montreal, say: "The question in your letter of December 3rd as to which of our 1921 advertisements we consider the best, is something like asking a parent which child he thinks the most of. He loves them all, but possibly each in a different way—for different traits of character.

"Our copy differs depending on the message that is to be given to the public. Some of the advertisements are technical, some personal, some explanatory, and some educational. Perhaps the advertisement that appeals to us most, looking back over the year's series, is the enclosed copy headed—"Dad You're Cheating"—which appeared in the Canadian papers during the summer vacation season.

"It has the appeal of the outdoors, its picture appeal is both to the young man and to the older one, it shows father and son as good pals and at the same time, links up with the more technical advertisements by the use of the diagram cut showing the mechanical advantages of the New Improved Gillette Safety Razor."

The Chipman Holton Knitting Co. Ltd., Hamilton, write: "We are sending you herewith copy of advertisement for our Little Darling and Little Daisy hosiery which we are inclined to consider the best of the series which we have used. The trade copy we are sending you is clipped from a circular which we sent out to the trade at the time this advertisement campaign appeared in the newspapers, it is, however, a facsimile of the newspaper advertisement. The reason for our preference of this particular advertisement of the series,is that we consider the illustration particularly suitable, and we think could not help but come to the attention of the Mothers, to whom we wish to appeal. The copy we consider concise and well worded, especially in connection with the illustration."

The Ford Motor Co. of Canada, Ltd., Ford, Ont., say: "'The School Master' of *Printers' Ink* fame has given us our answer to your request of November 10th for the best advertisement by this Company in the year 1921.

"We are enclosing a copy of his remarks contained in the October 27th issue of *Printers' Ink* together with the advertisement referred to.

"While on a recent trip to Canada, the Schoolmaster noted, with some surprise, that the Ford automobile is advertised in the Dominion quite as extensively and with an elaboration of illustrative effects that has never been attempted in the States. In brief, Ford advertising in Canada goes in for all the things that are not to be found in the limited Ford campaign here. Many of the Canadian advertisements are on a par with the best of the American automobile campaigns. And with winter approaching a novel idea has been adopted that certainly has its good points.

"Men are told that their heavier cars are not suited to wintry snows. Put up the large car and buy a Ford Sedan which is constructed to go where other cars might balk on a snowy day—and the Sedan is snugly comfortable.

"In a special campaign in women's publications the copy runs, in part: 'You have more need of a car in the winter months than at any other time, but the big touring car that was such a source of pleasure when the weather was fine is poorly adapted for winter driving. Why not suggest to your husband that he lay it up for the winter and purchase a Ford Sedan—a car you yourself can drive with perfect safety when the roads and weather conditions are bad."

The Cowan Company Limited, Toronto, say "we are forwarding proof of an advertisement which has brought us very gratifying results. You will notice that this copy fea-

The Biggest Three Months In This Store's History

"During the last three months of 1921 our sales of pianos, phonographs, musical instruments, records, rolls and sheet music were higher than in any previous three months of this store's history.

"So far as we can see there is no reason for pessimism—in London and its contributing territory, at least—when we look forward into the new year.

"The fact that Western Ontario has not experienced anything approaching *bad* times is demonstrated, we think by our own sales record. People who are hard up don't buy musical instruments.

"We firmly believe that if we had been given greater support by national advertisers in the London newspapers our 1921 sales would have shown an even greater increase."

——CLIFFORD L. GRAY
District Manager, Mason & Risch.

Sales managers will do well to seriously regard the evidence published here from time to time concerning the prosperity of the London territory. Advertising may not be pulling "par" results all over Canada; but in this district, where sales are in many cases above normal, where purchasing power seems to be wholly unimpaired, advertising is bound to be just as effective as it ever was. Mr. Gray knows from experience that The London Advertiser does pull and *is pulling* right now.

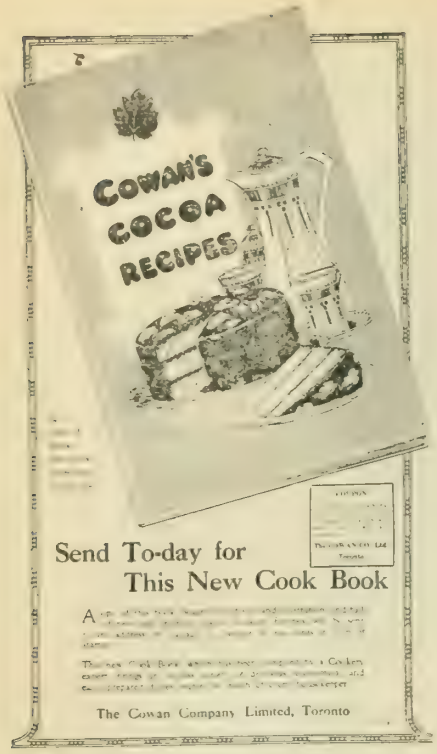
The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

H. B. Muir
Managing Director



tures a new recipe book, which is sent upon request when accompanied by ten cents and coupon. This coupon has been a means of us tracing definite replies to the newspapers responsible for them.

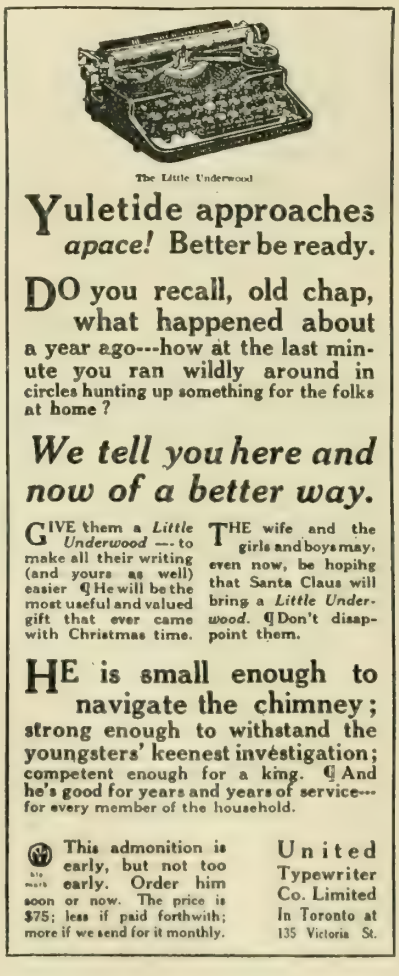
"This advertisement resulted in over seven hundred replies, accompanied by ten cents, being received from one insertion in a French Canadian daily, and wherever it appeared produced definite and satisfactory results.

"This copy was followed up by three other thirty inch advertisements, and the campaign has been a particularly satisfactory one, owing to the tangible results which were produced by it."

The Imperial Life Assurance Co. of Canada, Toronto, submitted three advertisements, all of such nearly equal merit that there is little wonder they could not make the final selection. In deciding to reproduce the example shown here we were confronted with the same difficulty; but the universal appeal of the child and the excellent copy accompanying the photograph eventually resulted in its choice.

United Typewriter Co. Ltd., Toronto, enclosed an advertisement from a series recently used in Toronto dailies, with the comment that "the series consisted of twelve advertisements of similar typographical appearance, and all written in the same style.

"It is difficult to say that any certain one of the series is the best, but this one is thoroughly representative of the others.


The Little Underwood
Yuletide approaches apace! Better be ready.
DO you recall, old chap, what happened about a year ago---how at the last minute you ran wildly around in circles hunting up something for the folks at home?
We tell you here and now of a better way.
GIVE them a Little Underwood — to make all their writing (and yours as well) easier ¶ He will be the most useful and valued gift that ever came with Christmas time.
THE wife and the girls and boys may, even now, be hoping that Santa Claus will bring a Little Underwood. ¶ Don't disappoint them.
HE is small enough to navigate the chimney; strong enough to withstand the youngsters' keenest investigation; competent enough for a king. ¶ And he's good for years and years of service---for every member of the household.
This admonition is early, but not too early. Order him soon or now. The price is $75; less if paid forthwith; more if we send for it monthly.
United Typewriter Co. Limited
In Toronto at 135 Victoria St.

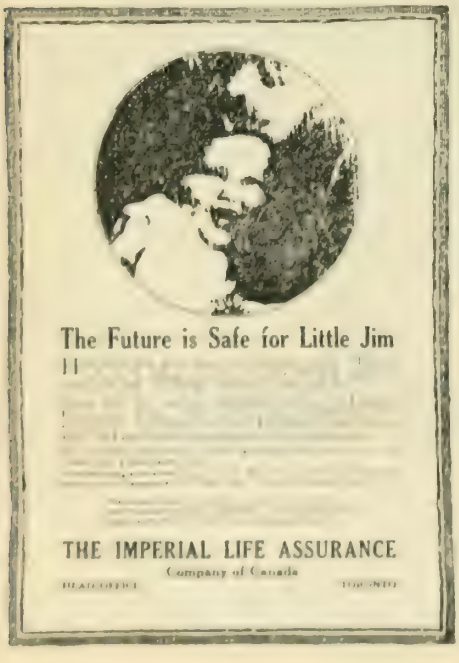
"The direct returns were sufficient to warrant us in saying this advertisement, as representing the series, is the best that we have used in 1921."

Willys-Overland, Ltd., Toronto, send a piece of copy which was one of a series of farm advertisements showing that an Overland car in the latter part of 1921 cost less, in terms of farm produce, than an Overland did before the war—in spite of improvements in automobile building. This reason-why style was adopted

because it was common knowledge that farmers were holding back from all buying on account of price reductions in their products. Automobile manufacturers generally had made more radical reductions than had been made in farm products, and Willys-Overland particularly had decided on "all the way back to pre-war prices." It was felt, therefore, that by comparative figures with farm products this fact could be brought home conclusively.

Brandram-Henderson Ltd., Montreal, send an advertisement which appeared in many of the leading newspapers immediately after the final race for the International Fishermen's Race Trophy. In connection with it, they say: "We have selected this advertisement owing to the fact that at the time of its appearance interest in the International Series of Races was very keen, and anything appertaining to the 'Bluenose' was bound to attract attentioin.

"Its appearance in most cases was on the same page as the result of the final race and could not be over-



Not A Line

of Objectionable Advertising

SEARCH every issue through and through and you will not find a line of objectionable advertising in

The Citizen

but you will find creditable and clean advertising of hundreds of firms, companies and individuals in it. Most of them have been there year after year. The reason is obvious: The many thousands of dollars The Citizen sacrifices every year in revenue from advertising accepted by other newspapers is more than compensated for by the additional confidence its readers repose in this newspaper.

The circulation of The Citizen in The City and suburbs exceeds **25,500.**

Total circulation exceeds **29,400.**

The Citizen

Ottawa's Clean, Constructive Newspaper

OTTAWA (Members A.B.C.) **CANADA**

looked. We consider that the amount of publicity obtained both with the consumer public and the trade (as it appeared in several Trade Papers) not alone for B-H Marine Paints, but for other Brandram-Henderson Products cannot be over-estimated."

Channell Limited, Toronto, took the pains to write very fully their reasons for considering the advertisement here reproduced to be the best of their 1921 efforts.. Their letter reads as follows:

"This particular piece of advertising is used as a background for our dealer's window when it is trimmed with O-Cedar Polish. The design of this background is a reproduction of one of our Billboards which was designed to emphasize the use of O-Cedar Polish in the best homes, and its use on Furniture.

"After first outlining our very extensive Billboard campaign both by our Tradepaper advertising and Direct Mail, we found the dealer particularly easy to sell on this piece of advertising for the following reasons:

"First, before this particular design appeared on the Board it was drawn to his attention that to enable him to derive the best benefits from this campaign, it was necessary for him to use this background which we had made for his window. Secondly, the simplicity of putting it up. Thirdly, the comparatively small space it occupies in his window, which enables him to display other seasonable articles along with our products. Fourthly, the novelty of this folding up feature and its neat and striking appearance.

"From our standpoint it proved exceedingly satisfactory from the following points of view.

"First, our salesmen have found it exceedingly easy to carry a half a dozen of these cylinders around with them in a Portfolio, which did not by any means make a bulky parcel and which they were able to deliver in a first class condition in their cardboard containers, and only took a minute to set up. Secondly, the Postal authorities accepted this as parcel post, which is an exceedingly cheap form of distribution, as against express. Thirdly, the length of time the dealer allowed this background to remain in his window, which we put down to the fact that it occupies very little space and he is looking continually for a background for his window. Fourth. After he has used this background he can fold it up and put it away without occupying any valuable space in his store. and which we have found has not been used to put under oil barrels or block up holes in the wall, or put to the many uses that expensive advertisements are put to by Mr. Dealer. In other words the chances of this background being used a second and third time are exceedingly good. Last but not least, the cheapness of this article itself, which with cardboard container only cost us $1.05 complete.

"We might add that our policy of reproducing our Billboard designs in this matter was carried out not only in this form, but also in the form of Dealer Cards, Counter Cards, and Street Car advertising, which were changed monthly to link up each medium with our Billboard campaign."

Gunns Limited, Toronto, write: "It may seem strange that we are forwarding a small canned sausage ad which appeared recently in "Rod & Gun" entitled "A welcome tenderfoot." The heading of the ad indicates that this product is now on the market and caters to the hunters and woodsmen. We were late getting this product on the market this summer but we have had exceptionally good success with it and we believe it has been due to advertisements such as this. Many hunters already have come back from the woods and told us how much they enjoyed in their camps this Sausage which is Pure Pork. Read this ad. over and if you have ever had the extreme pleasure of tramping through the Canadian woods hunting deer, etc. and returning to the camp at night tired and ravenously hungry, do you not think you would enjoy a few of these sausages, nicely browned, for your evening meal?

"After all the paramount in the advertising of any description, it is an auxiliary to help you merchandise various products. We feel that this ad has helped us to merchandise our Maple Leaf Brand Pork Sausage in Tins."

The Tobacco Products Corp. Ltd., sent three advertisements, but as their chief comment concerned the one headed—"One-Twenty-Five-P.M." it has been reproduced here. They say:

"This campaign has proved very successful in Canada and these ads. have been chosen as perhaps the most outstanding of the series. I think that you will agree that the layout and copy appeal compare very favorably with anything which is now being published in the Canadian papers.

"The one with the clock face was used to introduce a new size of packet. and as well as causing very

Continued on page 80

Export Trade is Expanding On Pacific Coast

THE expansion of export trade on the Pacific Coast has caused the Dominion Department of Trade and Commerce to open an office in Vancouver, in charge of Noel Wilde.

It is stated that the reason for this move originated in Ottawa when reports reached there that the vessels of the Canadian Government Merchant Marine service have had full cargoes, both inbound and outbound, from Pacific ports.

Another factor in the shipping situation at the Coast that will have an important bearing on British Columbia's future prosperity is the announcement that last month Yarrows, the famous shipbuilders of Glasgow and Vancouver were closing their Glasgow yards owing to constant labour troubles. Two years ago this firm announced that they would gradually diminish the output of the Clyde works and increase production at Vancouver.

* * *

Whatever affects the future prosperity of British Columbia affects also the buying power of the 60,000 homes reached every day by THE VANCOUVER PROVINCE, British Columbia's greatest newspaper.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE

BRITISH COLUMBIA
VANCOUVER
THE VANCOUVER DAILY PROVINCE
Irish Insurgents Fire On Police from Screen Of Women and Children
American Withdrawal Disheartening to the French
COAL REPORT IN A MONTH
DRY SHIPS ARE NOT POPULAR
CONTESTS WILL CLEAR THE AIR

EDITORIAL COMMENT

No Effort To Sell

Several well-authenticated instances revealing a lack of enterprise on the part of Canadian manufacturing firms have come to the notice of MARKETING recently. The matter would not be sufficiently important to call for special mention were it not for the fact that the industries represented in the implied indictment are not even remotely allied. Had they been so allied, the lack of any exertion to sell shown in each case might be explained by the existence of a combine which, sheltered behind a tariff wall and immune from domestic competition owing to a "gentlemen's agreement" regarding prices, had atrophied the selling sense of its members. That such conditions do exist and that they exert a most harmful influence upon Canadian trade, there is abundance of evidence to show. But no such explanation suffices to explain why a number of branches of American firms operating in Ontario are literally compelled to send to the United States for supplies of certain kinds.

Knowing the value of the "Made in Canada" sentiment, these concerns find it to their advantage to do as much of their buying as possible in this country. Their requirements are things that are in normal demand and that call for but slight modification of design from similar articles manufactured on a large scale in Canada. This small change in design is a stumbling block which the Canadian manufacturers in the cases referred to cannot or will not overcome, but which their rivals in the United States have no difficulty in negotiating.

A typical instance is that of a concern turning out a large quantity of articles for men's wear. A container and a counter display case were wanted. Several Canadian firms were asked to quote on a respectably sized contract. From none of the firms approached was a definite reply received after several weeks. Finally an enquiry was sent to the United States and an answer was returned in three days.

This, and other similar instances that might be quoted, seem to lend force to the statement that many Canadian firms are not active enough to make competition so hot that outsiders will not care to come in. In many cases, Canadian concerns are sufficiently active and enterprising to show a clean pair of heels to the liveliest competitor, but this is unfortunately not the invariable rule. For some reason there are to be found manufacturers who seem constitutionally unable to change their stereotyped methods. It is foreign to their nature to make any exertion to sell.

Whatever may be the reason for this apathy—whether it be tariff, or combine or easy picking in the past—it is to be deplored. It explains not only why such large quantities of manufactured goods cross the border from the south annually, but why so many United States firms find it a paying proposition to establish branches in Canada.

* * *

Blunders in management will not be so easily concealed or offset during the next ten years as they were during the last five.

* * *

Good business is staging a comeback. Meantime prosperity is breaking out in ever-widening and increasing spots.

"Normal Times"

A statesman once drew attention to the fact that a heated and tumultuous party convention did not necessarily present a correct political index of the country as a whole. It was not from the summit of storm-tossed waves that mountain heights were measured, he observed, but from the level of the calm sea.

The simile is one that may be applied very fittingly to present business conditions. The custom of comparing today with the yesterday of two, three and four years ago is based on the assumption that those departed periods were "normal times." They were prosperous "boom" days when business raced like an engine with the governors jammed, but their prosperity was hectic and unhealthy. It was largely the foam on the wave thrown up by the war-storm, and the record of those days is an unfair index with which to measure the achievements or failures of the present.

To get a correct perspective and a calm level from which to estimate the present heights and depths, it is necessary to go back beyond the "peak years" of the war to when what are termed "normal times" existed. If that is done a basis for comparison is established that will provide some surprises. As shown elsewhere in this issue, the value of the Canadian field crops has almost doubled since the days immediately preceding the war. Were the figures available, it could doubtless be shown that industry, in spite of some individual exceptions, is in a more generally healthful condition than it was eight years ago before the big jolt occurred.

The drawback of all such comparisons, however, is that, strictly speaking, there is no such thing as "normal times." Each generation and decade, and, in many respects, each year, has to stand on its own feet in facing peculiar problems which cannot be solved by harking back to some previous period. Economic conditions are in a state of constant change and flux, and while the fundamental laws that govern business remain more or less fixed in their operation, new factors and alignments are constantly taking place that call for radically revised policies. Revolutionary inventions, short cuts in methods of production, new ideas in the handling of men and materials, are being introduced every day. These things compel alertness in business and discourage that unhealthy stagnation of mind that longs for a reversal to "normal times."

* * *

As a word, "service" is wearing thin. Insinuations that it is something given gratis when goods are sold are misleading. There is no "service" that is not paid for by the consumer. A frank offer of "Service—with mutual profit" would be much more convincing.

* * *

Non-advertisers are fond of eulogising "the satisfied customer" as "the best advertising medium in the world," but according to the Queen of Sheba, such publicity does not function fifty percent. When she actually saw the glories of her friend Solomon she remarked, "The half hath not been told!" The world's wisest man is not reported to have questioned his royal visitor's estimate.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Stopping the Slump in Sales

A manufacturer of fiber soles was able to check an alarming falling off in sales by putting his research man on the job. The investigation took almost thirty days. It elicited that the color of certain brands was wrong; that some manufacturers had not been sewing on the soles properly; and that the shoe repair men who sewed soles on by hand were using leather exclusively. It was also found that the war economy wave had caused a wholesale shifting of what market there remained from new to repaired shoes. The remedy lay in showing the consuming public and the repair men the advantages of fiber over leather soles, and in getting the manufacturers and repair men to sew fiber on properly. The reason why men who sewed on soles by hand would not use fiber soles, even when requested by customers, was because the hole made by the awl in the fiber soles closed up before the thread could be put through. So an awl with an eye was recommended, which carried the thread through the sole.

New Packing Methods Increase Sales

A change in packing methods was the means of increasing the sales of Pyrex-ware. Until a short time ago, the ware was packed in barrels, in cartons that looked pretty substantial before shipment, but when taken out of the barrels by the dealer the cartons had a zig-zag and crushed appearance. What goods the dealer had room for were placed on his shelf, and the rest were consigned to the cellar. A new carton was designed, bearing attractive labels. Instead of barrels, rectangular crates were used. When the Pyrex dealer receives a shipment now, his cartons are undamaged. After his counter or window space has been filled, any cartons left over are good looking enough for shelf display—not for storage in the basement. This greater display has resulted in the doubling of sales in some instances.

Teaching the Right Use

The Gillette Safety Razor Co. found that a certain percentage of Gillette razors sold were not being used. Investigation showed that the purchaser had not acquired the simple knack of shaving with the device, or the razor had been abused. A special service work was organized and several women representatives were sent around the country demonstrating in dealers' stores the proper method of using the razor. Direct newspaper advertising and much co-operative advertising paid for by the dealers, announced to the public the presence of the service representatives. Men came with their complaints. They were shown the correct angle-stroke. If the razor had been bent or misused, it was put in shape again. The visitor was instructed in the art of lathering. Clerks received training in the selling points of the razor. Dealers were enthusiastic, many of them urging that the service work be retained as a permanent feature.

Changing the Display

Carborundum hand-power grinders took a decided jump in sales owing to a slight change made in the dealer displays. In the old days the grinders were displayed flat on auxiliary shelves. A customer who wanted to see how one worked had to pick it up and try to turn it while balancing it in his hand. Grinders were not moving very fast, so an experiment was tried. A new fixture was designed to which the grinders were bolted as they would be bolted to the bench. This left the wheel free play. A turn of the handle, and it would spin, while the prospective customer listened to the smoothly running gears, noted the fine balance of the wheel, the ease with which the machine turned, and admired its general ruggedness and durability. As a result of this simple change, the rack for Carborundum hand-power grinders became one of the most wanted of the Company's dealer helps, and the sales showed a decided increase wherever the displays were used.

Using Both Sides of the Label

A firm specializing in canned fresh grated coconut prints a number of recipes *inside* the label in which each can is wrapped. A dotted line runs from top to bottom of the label, beneath which is printed: "Cut here—Remove label," and below, "Observe directions; also recipes for appetizing coconut dishes on the inner side." The recipes are in the customer's hand the instant she starts to open the can. She does not have to get out a cook-book, and the recipes suggest things she would not have thought of making.

Finding the Right Model

A concern which was getting a new shaving preparation ready for market experimented until the number of samples was reduced to four. These it distributed to 50 men of various professions and stations in life, with the request that they try each sample and express a preference. In the returns two expressed first preference for sample number two; the remainder divided their first choice among the three other samples. A second test with a different group of men showed practically the same result. As the distribution was made to representative classes of users, the showing could scarcely fail to determine which of the four samples was the best.

That "Something Different"

That "something different" which means so much in increased sales is well-illustrated in a new method of packing devised by the Salada Tea Co., Toronto, whose tea is now being sold in individual bags. The bags have each a tag attached and are packed in aluminum foil in lots of one hundred. Designed principally for hotels and restaurants, this form of packing permits the withdrawal of the leaves when they have been sufficiently steeped. It is said to have made a decided hit with the clientele for whom it is intended.

Learning from the User

A large manufacturer of tools submitted himself to a grilling at the hands of the mechanics who used his tools with the result that he was able to incorporate a great many improvements in his product. Experts were sent to the ultimate users of the tools, and for weeks and months they worked alongside of, and lived with, them. It was found that the first thing a professional wood-chopper did with a new axe was to hand it over to an expert grinder to resharp and reshape. Thereafter the process of "resharping and reshaping" became part of the manufacturing operations. The investigators were able, further, to evolve a "perfect hammer." A large striking face made it easy to strike the nail every time. The weight centered in a chunk above the face gave power to the stroke. Giving the claws a greater curve and a shorter split lent them more powerful leverage. The lessons learned in this field review were applied in all the lines manufactured and in addition they provided admirable copy for an advertising campaign featuring the tools.

The Advertised Article is the One That Sells

An impartial investigation conducted by the National Trade Association shows the interesting result that one person in thirty buys goods not advertised.

The answers to the questionnaire have been summed up as follows:

Everywhere there are merchants who are more or less certain that the advertised article is greatly overrated. Possibly their particular experience, or lack of experience, had led them to believe this, but an impartial investigation conducted by the National Trade Association, resulted in the following compilation of answers:

Question 1. When you go into a store and find two articles of a similar nature for sale at the same price, one of which is a nationally advertised article and the other an unadvertised article, which do you purchase?

Answer: 87.6 per cent. buy the advertised article, 3.6 per cent. buy the unadvertised article, 8.8 per cent. non-committal.

That only one person in approximately thirty deliberately buys the unadvertised article is significant, but here is definite proof that the manufacturers are really creating a goodwill by their advertising which is valuable to them and their dealers:

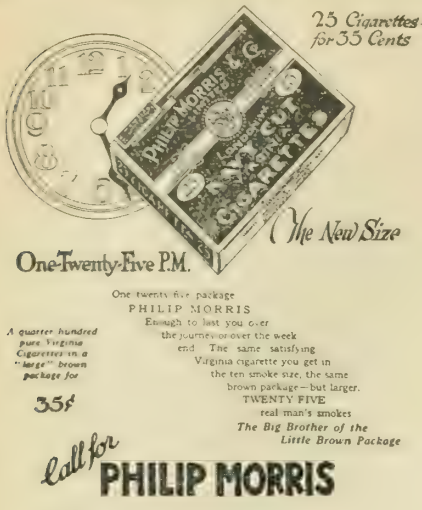
Question 2. When you find two similar articles for sale at different prices, the unadvertised article being priced lower than the advertised, which do you buy?

Answer: 60.6 per cent. buy the advertised article, 24.2 per cent. buy the unadvertised article, 15.2 per cent. non-committal.

Doesn't this show that advertised goods are easier to sell when 50 per cent. will buy the advertised article even at a higher price?

Our Best Advertisement in 1921

Continued from page 76


25 Cigarettes for 35 Cents
PHILIP MORRIS & Co.
CIGARETTES
The New Size
One-Twenty-Five P.M.
One twenty-five package
PHILIP MORRIS
Enough to last you over the journey or over the week end. The same satisfying Virginia cigarette you get in the ten smoke size, the same brown package—but larger.
TWENTY FIVE real man's smokes
The Big Brother of the Little Brown Package
A quarter hundred pure Virginia Cigarettes in a "large" brown package for
35¢
Call for PHILIP MORRIS

favorable comment, was successful in putting this size packet firmly on the market. The layout here we consider is rather striking, and the connection between the clock face and the 25 size package of cigarettes, rather apt."

Lever Brothers Limited and Associated Companies used the very

dainty Winsome Soap advertisement which is considered "the best advertisement of the year because it is artistic in its design and layout as well as emphasizing the sales message by the prestige of a testimonial from Miss Mabel Normand.

The Frontenac Breweries, Limited, of Montreal, send the first advertisement of a series which has recently made its appearance in Quebec publications. They say: "This campaign is of course confined to the Province of Quebec, and its purpose is to instruct the public on the purity and wholesomeness of this beverage. We have come to the conclusion that the best means of promoting the sale of ale and lager is through the education of the public by means of newspaper copy describing the product itself."

Bird & Son Limited, Hamilton, write: "We welcome the opportunity to fit in with your plans by submitting an advertisement that in our judgment was the best among this year's campaign. Unfortunately because of the general nature of our advertising, we cannot trace or check actual results. We do know, however, that this advertisement created interest with the dealer, our salesman and the consumer by setting out the reasons why the quality of roofing should be investigated rather than referring to it as only a roofing."

The Goodyear Tire & Rubber Co. of Canada Ltd., Toronto, writes: "We believe that our advertisement which was reproduced in your issue of Sept. 15th is the best we have published in 1921, for it embodies

several features which directly impress the consumer.

"This advertisement is a splendid example of "value" advertising, telling the customer what he will "get out" of our product.

"Present day buyers are looking not so much at the "actual price" as "price comparison" with the previous years; for this reason we believe this ad. is a convincing one giving as it does several examples of unsolicited testimonials of mileage secured through Goodyyear tires, coupled with the remarkable price savings; this, we feel is as near as possible the perfect method of convincing the consumer."

Cost-Per-Mile
BARGAINS
In Goodyear Tires
HERE'S a list of tire bargains every Canadian motorist can have. Over 4,000 Canadian Goodyear dealers offer them. They are Goodyear Tires, the biggest selling tires in the world. They all have the famous All-Weather Tread and the other Goodyear features. See them today.
11,000 miles—and appear to be good for several thousand more. Frank A. Copus, Stratford, has this mileage from 33 x 4 Goodyear Cords on his McLaughlin. Each tire cost him $67.85. Today you can buy one like it for $54.50
9,946 miles—and still running—the record of a 35 x 5 Goodyear Cord on the Cadillac of P. Samson, Montreal. Cost $97.45. Today's price for this size $78.00
9,300 miles—and still in good condition. Dr. J. A. MacGregor, London, reports this mileage from a 34 x 4½ Goodyear Tire costing $51.65. Today's price $47.50
9,000 miles—and still going—Goodyear Cords, 37 x 5, on Scott Estate's Cadillac. Were $101.95. Sell now for $81.50
8,000 miles—and still in service—Goodyear 30 x 3½ Tire on Ford of C. T. M. Sapsford, Edmonton. Cost him $26.70 but costs you only $20.00
The wonderful new Goodyear All-Weather Tread 30 x 3½ is an even better tire than this. It is bigger, handsomer, tougher and renders greater mileage.
10,300 miles—and still running—33 x 4 Goodyear Tire, which will be remarkable value for W. E. J. Dixon on his Chevrolet. Cost $38.30, but today's price is only $35.00
8,000 miles—and apparently good for another 2,000, is the report of A. Wackid, Ottawa, on the 33 x 4 Goodyear Cords on his Oldsmobile. He paid $67.85, but you pay $54.50
8,000 miles—still in use—32 x 4 Goodyear Tires which came on the Oldsmobile of A. Gauthier, 2136 Clark St., Montreal. Reduced to $33.25
10,000 miles—and still going—34 x 4 Goodyear Tires on the McLaughlin of R. C. Hunter, St. Mary's, are a bargain at his price of $49.70. This tire will cost you only $36.25
9,000 miles—and more to come—J. A. Jones of London knows the 31 x 4 Goodyears on his McLaughlin are giving him low cost per mile. They cost $32.35. For you the price now is $28.00
We could fill pages with a similar list from our files. The mileage is built into these tires. And the prices are right. Go to a Goodyear dealer's today.
Special Value
30 x 3½
$16.50
The Goodyear Tire & Rubber Co. of Canada, Ltd.
GOODYEAR
MADE IN CANADA

Western Farmers Are Large Space-Buyers

THAT ***The Nor'-West Farmer*** is the most highly regarded farm paper in Western Canada is proven by the live-stock advertising it carries. Stock breeders know this field, and its publications, from every angle. When it comes to spending their own hard cash they use this paper because of the returns it produces. They believe it has more well-to-do western farmers on its lists than any other, collectively they purchase more space in ***The Nor'-West Farmer*** than in all its competitors combined.

What is true of the results produced for live-stock advertisers is also true of commercial advertising. The men who are good prospects for pure-bred stock are also able to buy, even now, automobiles, tractors, engines, lighting plants, all the comforts and some of the luxuries of life. They are in shape to maintain their farms and homes at a proper standard.

The Nor'-West Farmer stands squarely on its own feet. It does not claim to have any peculiar reason for producing returns for advertisers, other than the merit of the paper itself and the fact that it does reach the best seventy-five thousand farmers between the Great Lakes and the Rockies

It will do for you what it does for its live-stock advertisers.

Ask any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A. B. C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

THE "HIGHLAND"
In its piquant suggestion and stylish appeal is one of the smartest of our NEW FALL MODELS. Knit from
Corticelli
FINGERING
YARNS
Belding-Corticelli
The "COUNTRY CLUB", a most stylish scarf for Fall.

Belding - Corticelli Limited, Toronto, says that: "Owing to forced conservatism in regard to our advertising policy during 1921, we have noticed, more particularly this year than ever before, the actual returns obtainable from comparatively small advertising space.

"For this reason, we have picked out as the best advertisement used during 1921 a one column .ad on Corticelli Fingering Yarns. This is very simple in layout and does no more than illustrate two of the new models knit from Corticelli Fingering Yarns, but in connection with this we this we have offered to send knitting directions for both models illustrated, as well as other knitting suggestions, simply on receipt of a three cent stamp, and we were very pleasantly surprised at the amount of replies we received."

The Roman Meal Co., Toronto, sent the advertisement here reproduced which they believe to be their best "because it tells our story pictorially and also briefly in readable text. We think it is a good sample of an Ad containing the Four Points required in good advertising, namely, attention, interest, desire, determination to possess.

The Ingersoll Packing Co., Ltd., Ingersoll, send the advertisement headed "The goodness of the meadows," which they consider the best

Ingersoll
Cream Cheese
The goodness of the meadows and the pasture-lands is wrapped up in every package of Ingersoll Cream Cheese
Only the purest products of Canadas finest dairies are used in preparing this wholesome cream-food
15¢ Packages at your grocers
"Spreads Like Butter"

of their 1921 series. This advertisement appeared in several Canadian magazines, and although no special reason is advanced for choosing it as the best of the year's copy, probably its physical appearance had a great deal to do with the selection.

How young those ankles make her look!
"YOU'D be surprised, Molly, if you knew I was responsible for that! When she first arrived, she asked me to tell her what were the best stockings she could buy.
"Of course, I said Mercury—I've worn them for years—and I told her about them being seamless with a wide top and full fashioned calf. She asked how they fitted around the ankle. I just raised my foot to show her, and that was enough! And you know yourself how well they wear.
"So she went right down town and bought Mercury—now she's got as trim an ankle as I ever saw."
Mercury
Hosiery
Mercury Mills Limited—Hamilton—Canada
MAKERS OF HOSIERY AND UNDERWEAR FOR MEN, WOMEN AND CHILDREN

"fashioned ankle" feature of this brand of hosiery.

The Gibbard Furniture Company of Napanee, Limited, say they do not

Ames Holden McCready Limited, Montreal, think their "best advertisement during 1921 has been the Tombstone window display card that we furnish to our rubber footwear dealers."

Mercury Mills Ltd., Hamilton, consider the accompanying advertisement the best of their 1921 campaign. The copy plays up the

How Big Is Canada's Average Farm?

Here's the answer

"WHAT'S WHAT IN CANADIAN AGRICULTURE"
Issued by The Farmer-Owned Press

Farms of Canada
SIZE AND IMPROVED ACREAGE

Province	Av. Size	SIZE						Av. Improved Ac. per Farm
		50 Ac. & under	51 to 100	101 to 200	201 to 320	321 to 640	Over 640	
British Columbia	137	11,000	1,754	3,743	1,970	(201 and over)		25
Alberta	338	1,185	793	34,584	19,329	8,725	3,361	110
Saskatchewan	354	643	476	39,256	38,982	18,733	5,916	188
Manitoba	288	3,236	2,277	20,548	10,597	7,726	2,196	154
Ontario	97	78,713	78,335	54,908	14,845	(201 and over)		60
Quebec	97	48,171	49,043	46,106	16,371	(201 and over)		51
New Brunswick	118	12,165	12,820	8,857	4,368	(201 and over)		37
Nova Scotia	98	24,787	13,278	10,717	4,852	(201 and over)		23
P. E. Island	83	5,133	5,495	3,227	514	(201 and over)		53
Total for all Canada	170	185,033	164,271	221,946	111,828	35,184	11,473	82

Manitoba, Saskatchewan and Alberta figures from 1916 census. Other provinces from 1911 census.

Table 4, Page 9, in "What's What In Canadian Agriculture"

"What's What In Canadian Agriculture"

answers the buyer's queries on

POPULATION—FARMS—CROPS—STOCK

A convenient—reliable—get-at-able—Book of Reference.

As near to you in times of need as your hip pocket.

Price **$1.00** post paid.

Published and procurable only from

The Farmer-Owned Press of Canada

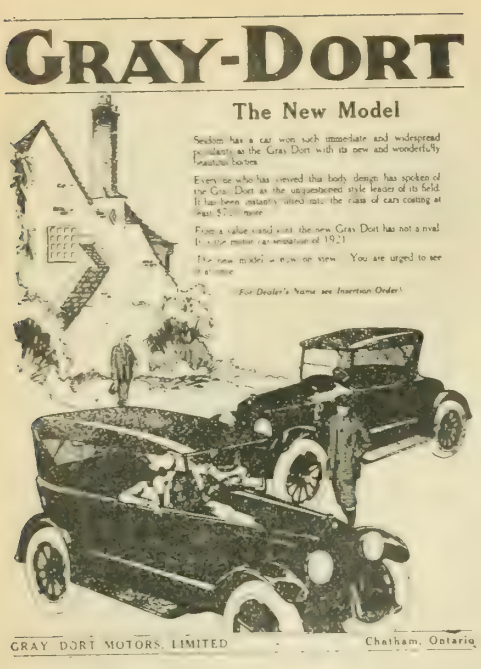
THE GRAIN GROWERS' GUIDE
WINNIPEG, MAN.

THE FARMERS' SUN
TORONTO, ONT.

THE UNITED FARMERS' GUIDE
GARDENVALE, QUE.

Or from Advertising Offices at

TORONTO, ONT., 53 Yonge Street NEW YORK, N.Y., 1478 Broadway

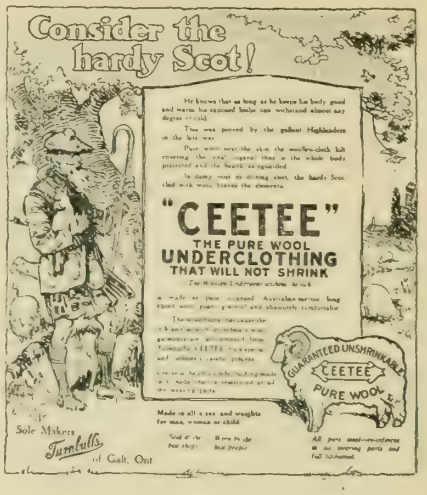


"feel experienced enough in advertising to analyse the reason that this brought us good results, but the mail was heavier every time this advertisement was used. Some have criticised this advertisement as being sentimental, but we agree with the articles in MARKETING this summer, which stated that we went too little at sentiment, and so we dared to try it.

We wish to congratulate you on the good articles in your magazine this year, and would like to tell you that they have helped us in planning our selling campaign."

The Gray Dort Motors Ltd., Chatham, Ont., send the example here reproduced as being the best advertisement issued by them during the past year. It is not claimed that this was the best puller of the excellent series run by this concern, but on general grounds they singled it out as the most satisfactory.

The C. Turnbull Co. Ltd., Galt, has not been able to choose an advertisement from the standpoint of results achieved. In sending the illustrated example they write: "We are unable to say which one of our advertisement has given us the best



results. We have no means of knowing which made the best impression on the trade. We can only say that it is the one that we like best of the number used."

* * *

EXPORT TRADE TO CHINA MUST BE STUDIED

A vast and rich market for Canadian goods exists in China for those manufacturers who will trouble to conform to Chinese trading customs. These customs vary little from ordinary export trade conditions.

By D. B. SPARKS

Manufacturers' Representative, Shanghai, China

A FIRM making its entrance to the Chinese market must be prepared to handle small initial sample orders. Samples are not sufficient. The buyer has found too often that the bulk order did not correspond with the samples on which the order was placed, with the result that he is timid and willing only to place a small trial order at first. If this order is satisfactory, he feels confident and buys more. Goods may be packed in gross lots ordinarily, but if the Chinese merchant wants half a gross at first, it is good policy to give it him. Possibly such an order may mean additional work and possibly no profit, but none the less it is a good investment. Remember that this buyer is not suffering for want of your particular goods; all the markets of the world are open to him and he is offered goods from every country. The main thing is to make him want your product, and if you cater to him you will get his second, third and other orders. In the oriental trade, when a line is satisfactory, a buyer rarely changes and he will continue selling the same thing for years. It is the first order that is the most important and the hardest to get.

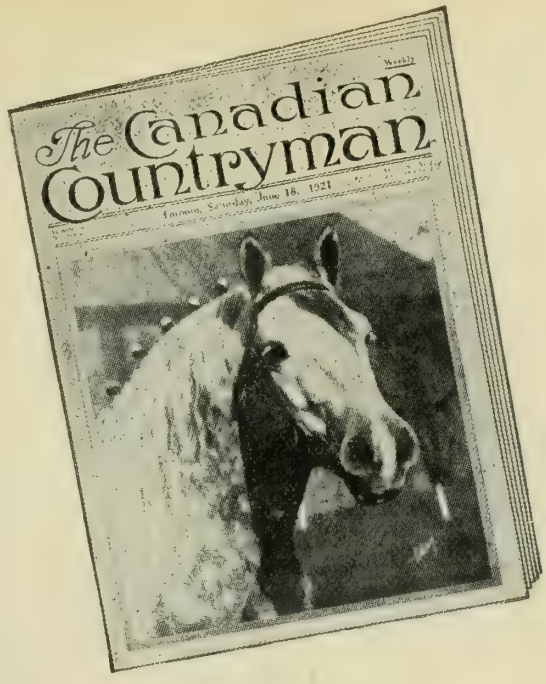
Some manufacturers refuse trial orders from the best firms on the ground that the quantity is too small. A shoe manufacturer, for example, turned down an order for 100 pairs, with a net value of $[illegible], on the ground that he could not accept no order for less than thirty pairs of each style. Another firm turned down a full business because he could not wait thirty days for his money. Many other instances of valuable first orders being turned down might be given, but these will suffice.

PACKING

In the matter of packing goods for export to China great care should be exercised, particularly in the case of a first order. The consignment has a long and hard journey before it, and the case or bundle that goes to a customer thirty miles away will not stand the 10,000 mile trip to the east. No case should be less than ⅞ inch lumber. This costs a trifle more but it is worth it. In the eyes of the Chinaman, goods that arrive safely indicate that the shipper knows his business and is familiar with export trade. No better advertisement for this particular market exists. Bind your cases with wire or bands; spend a dollar or two more; it will all come back to you. If necessary, increase your prices to cover the extra cost of packing, but in any case see that the packing is *right*. Of one shipment of fifteen cases, nine were broken into, and a large quantity of the contents stolen. The manufacturer had to stand the loss. The bill of lading was endorsed "Not securely packed," thereby releasing the insurance company from all liability. Had the manufacturer used his head, as well as a little more wood, he would have been money in pocket, and would not have had a dissatisfied customer. That shipment showed up the shipper as one who did not know his business.

Three other points fall to be noticed. Goods must be up to sample. Failure under this heading leads to legal action. Further, substitution of goods must never be attempted. Any attempt of this nature will ruin he shipper's reputation, and if the order cannot be filled with the goods

CANADIAN manufacturers who wish to secure and retain a share of the vast and profitable market that awaits their goods in China must carefully consider the peculiarities of the field. The information presented in this article is based entirely on well-established facts and the personal experience of the writer as a manufacturers' representative of some years' standing in China. It is necessary that the existing conditions under which safe and sound business can be carried on should be definitely restated, as it has been found that the negligence of one Canadian manufacturer has often ruined business for others.



The Dominant Medium in Canada's Richest Farm Market

Net Paid Circulation over 39,000

THERE was a decided shrinkage in the circulation of many publications during 1921. Canadian Countryman's net paid circulation increased from 33,000 to over 39,000.

No special campaign or contest was engaged in, and no premiums or special inducements were offered.

This net gain in circulation is accounted for, to an important extent, by a remarkable increase in the percentage of renewal subscriptions—already, for years, one of the highest on record among all the farm papers of North America.

Just get the full meaning of this. In 1921 farmers cut down sharply on their purchases, outside of actual necessities. It was a testing time for publications, as well as a great many other things. Canadian Countryman emerges from the situation very much stronger than before. Large numbers of farmers who had subscribed to two or three farm papers cut the number down to one. They kept the publication which served them most efficiently. The result was a widespread preference for Canadian Countryman that has had a distinct effect on circulation totals.

There could be no stronger tribute to the standing and influence of Canadian Countryman. Back of the bare figures of circulation growth is a record of service consistently rendered. Canadian Countryman is a recognized and powerful factor in the farm life and farming operations of Ontario and Eastern Canada generally.

The farmer has pronounced Canadian Countryman his first choice among available farm publications. The preference of the reader must always determine the preference of the advertiser.

In circulation Canadian Countryman leads, by a wide margin, any other strictly farm publication in Ontario. It's service is available to advertisers at a lower rate, in proportion to circulation, than that of any of its competitors.

In 1913 Canadian Countryman's milline rate ranged from $6.00 to $7.20. At the beginning of 1921 it was $9.09. At the beginning of 1922 it has been reduced to $7.69—close to the pre-war level.

Within the last six months Printers' Ink pointed out that the average milline rate for the 69 leading weekly farm papers of the United States was $11.14.

Canadian Countryman enters 1922 with justifiable optimism. Many new advertisers have already contracted for space, and numbers of old advertisers have decided to take greater advantage of our larger circulation, lower milline rate and solid influence in the farming community, by concentrating in Canadian Countryman a larger share of their appropriations.

The farm market was the first to feel depression. It will be the first to recover. It was deflated to the limit in 1921. The upward swing has commenced. Hon Manning Doherty, Minister of Agriculture for Ontario, says: "There is reason to believe that, so far as Ontario agriculture is concerned, the worst is past, and the industry will be stronger for what it has encountered and survived. Beyond lie stability, development and prosperity. I believe that the plans made and the work done during the past few months would augur for larger crop acreage in 1922."

Behind Canadian Countryman's circulation is the buying power of 39,000 better-than-average farm families, comprising approximately 200,000 consumers; of 39,000 farms, comprising approximately 6,000,000 acres of the finest farm land in the world—truly a great market to which Canadian Countryman provides the means of favored access.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING TORONTO

Member Audit Bureau of Circulations

Weekly Bulletins for your Salesmen

What are you doing to counteract the discouragements which every salesman experiences in these days of difficult selling?

They meet with enough rebuffs. Do they get nothing but complaints and "demands," inspiration or "pep" from the home office? Lectures are often the wrong medicine after a hard day.

Realizing this, more than 1,000 successful sales organizations are using the Dartnell Weekly Sales Bulletins to stimulate and encourage their salesmen. Printed in four-page form, a process-typewritten letter on first page, and a snappy two-page "newspaper": "What Other Salesmen Are Doing" on the inside, with the fourth page blank for your own use, if desired.

Describe the notable accomplishments of successful salesmen of interest to salesmen in other lines, inspiring the feeling: "If this fellow did that, so can I."

Bulletins can be remailed to salesmen without change. They have an intimate and personal tone, and are illustrated. Or you can arrange to draw from this wealth of helpful material to prepare your own letters or bulletins.

These "Weekly Bulletins" are furnished as part of the Dartnell Service for Salesmanagers, about which we'd like to send you complete information, including specimen bulletin. It will help you get results in 1922. Write

"Marketing"
53 Yonge St., Toronto

specified it should be cancelled. Third, promises to ship within a stated time should be rigidly adhered to. Should this be found to be impossible an extension of time should be asked for. One manufacturer accepted an order amounting to some thousands of dollars, saying that he had the goods in stock and would ship immediately. A Letter of Credit was opened, granting him ten days' grace, yet he did not make shipment till thirty days later, and then only for one-third of the original order. A very dissatisfied customer and far from pleasant remarks anent Canadian manufacturers as a body followed, all because the shipper promised and agreed to something he could not and did not do. It is worse than useless to attempt to "put something over" on the Chinese merchant. It simply cannot be done.

LETTERS OF CREDIT

Documentary Letters of Credit are the only kind issued by the banks in the Orient. They are simply advices from the bank at this end to their Canadian correspondents to purchase the bill of named shipper when presented with documents—bills of lading, invoice, etc. No Letter of Credit of this nature is issued by the bank unless it is well acquainted with the firm asking for same. However, it must be understood that though the shipper has presented his bills and received his payment, the buyer may reject the cargo. The bank is not liable, and the proceeds paid shipper will have to be returned to correspondent's bank which made the original payment. The cargo will be returned by the bank at this end to the shipper, or upon instructions from him will be sold by public auction or private treaty. This, however, rarely happens as the banks are extremely cautious. A Letter of Credit will not be issued by the banks for small amounts and they consider an order under $1000 as "small."

Canadian manufacturers at home have various terms on which they buy and sell, as well as certain dates on which they pay their accounts. Business firms in the Far East operate in the same manner. Some make all of their purchases thirty, sixty or ninety days' sight. On whatever terms they purchase such terms apply equally to all sellers. It is necessary for Canadian firms to meet these terms if they wish to do business. Some firms have rubber stamps which set forth their buying terms, and these they imprint on their indents. It is impossible to change these customs; they must be accepted if the business is to be secured.

D/P 30 days, means Documents against Payment at 30 days' sight. That is, manufacturer's draft with all documents attached, drawn at 30 days' sight, or, in other words, payment of draft must be made *before* the collecting bank surrenders the documents. The cargo has arrived; the buyer in order to secure delivery must pay the draft before he can secure the documents, which must be presented to the Shipping Company to show that he is the rightful consignee.

All orders from this market should be followed up with the utmost promptitude. These letters should be more personal than ordinarily. New customers should be written often. Tell them about your goods. Get better acquainted. See that all letters are properly franked. No one letter in fifty that I received carries the correct amount of Canadian postage, and many are the complaints on this score. Insufficiently stamped letters are held at the post office and the addressee is notified to send the deficiency if he wishes the letter delivered. This causes no little trouble, and far more serious than the monetary loss to the merchant is the conviction created in his mind that the writer does not know his business.

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Advertising Service Co., Ltd., Secure New Accounts

The advertising account of the Canadian Raybestos Co. Ltd., Peterborough, has been secured by the Advertising Service Co. Ltd., Toronto and Montreal. Copy will be sent out immediately.

This firm has also added to its list of accounts the Oak Tire & Rubber Co. Ltd., of Toronto. Copy will go out in March.

Advertising for Nautical Togs is also being handled by this agency. The first copy used by this advertiser was very recently prepared by the Advertising Service Company.

✣ ✣ ✣

Government's "Weekly Bulletin" Changes Name

The *Weekly Bulletin* issued every Monday by the Department of Trade and Commerce, Ottawa, became the *Commercial Intelligence Journal* with the first issue in the New Year.

✣ ✣ ✣

A. J. Denne & Co. advertising agents, have secured the account of the Milton Pressed Brick Co. Ltd., Milton, Ont., and have recently sent out contracts to a number of dailies.

✣ ✣ ✣

B. W. Keightley, formerly local advertising manager of the Quebec *Telegraph*, has been appointed sales manager for Fitch Phillips Ltd., wholesale jobbers of Montreal.

Women's Century Assigns

The well known monthly devoted to interests of women's organizatioins in Canada, *Woman's Century*, will possibly cease publication as the result of an assignment made recently to E. R. C. Clarkson. The magazine was started ten years ago by Mrs. Campbell MacIvor, who recently retired from the management.

✣ ✣ ✣

P. Morrison Milne has been appointed sales manager of the Laura Secord Candy Shops.

✣ ✣ ✣

The Montreal Stock Exchange is watching interestedly the effect of the New York Stock Exchange ruling of December 15 on members' advertising. The American ruling laid down that members must use advertising approved in general form by the board, this being an improvement apparently on the previous ruling that no "catch phrases" must be used. Stock Exchange men in Montreal are anxiously watching the result, for many are trying hard these days to raise new business, and feel themselves needlessly restricted in their advertising campaigns. Outside brokers have been getting so much business from their up-to-date advertising schemes that Montreal too is expected to loosen up and there should follow a strong and sound demand for the services of advertising experts qualified for financial copy that will interest new and untried fields.

What better argument for the use of

The Brantford Expositor

on all national lists?

Distribution of Circulation :—

Towns	*No. of Papers*	*Towns*	*No. of Papers*
Brantford	7250	Delhi	45
Burford	210	Tillsonburg	125
Harley	65	Lynden	32
Cainsville	140	Mohawk	150
Norwich	60	Glenmorris	25
Oakland	40	Harrisburg	35
Port Dover	150	Cathcart	31
Paris	635	Jerseyville	37
Simcoe	500	Onondaga	28
St. George	120	Middleport	40
Scotland	265	Boston	27
Toronto	50	Newport	30
Waterford	145	Hatchley	50
Wilsonville	70	Hagersville	45
Brantford R. R. 's	225	Princeton	35
Vanessa	73	Copetown	26

Ask your advertising agency to include The Expositor on your list of mediums

thrifty advertising

—consists largely in reaching, at the minimum cost, the greatest possible number of people who have money to buy the goods you have to sell.

—this aim is splendidly achieved in every respect by The Star, which enters daily, as a welcome visitor, more than 13,000 homes in the Border Cities (Windsor, Walkerville, Ford, Sandwich, Riverside and Ojibway) and more than 5,000 homes in the prosperous county of Essex.

—there is no more thrifty advertising than through a medium that reaches daily practically every home in its territory.

—if The Star is not already on your list, take the matter up with your agency immediately or write us for any information you require, regarding this worth while market.

OVER **18,500** DAILY

The Border Cities Star

WINDSOR ONTARIO

W. F. HERMAN, *Proprietor*

Also The Saskatoon Daily Star and The Saskatoon Phoenix

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

New Selling Organization for Canada Starch Company

The retirement of Joseph Ruddy from the vice-presidency of the Canada Starch Company to head a new company in Brantford, has necessitated several changes in plans, chief among which is the formation of a selling organization headed by D. T. Williamson, connected with the starch business for a quarter of a century, who will handle Canada Starch sales in western and northern Ontario. This organization will have its headquarters at Brantford, and will operate under the name of D. T. Williamson & Son.

The Toronto territory will be handled by J. K. McLauchlan, manufacturers' agent.

* * *

Winnipeg "Commercial" Changes Name

Commencing with the January issue the name of *The Commercial*, established forty years ago, was changed to *The Commercial & Retail Merchants' Review*. Many other changes are announced in connection with this well known western trade paper by its publishers, Hugh C. MacLean Western Ltd., Winnipeg. W. R. Kell, formerly with the Western Retail Merchants' Association, remains as editor. Geo. S. Perry, Vancouver; H. C. Sault, Montreal; and J. R. Thompson, Toronto, continue as correspondents.

* * *

New Labor Paper Issued

A weekly newspaper known as the *Canadian Trades Unionist* recently made its appearance as the official organ of the Canadian Federation of Labor. Its editor is James T. Gunn, secretary-treasurer of the federation.

* * *

James Stewart, former chairman of the Canadian Wheat Board, has succeeded the late Sir Douglas Cameron as president of the Maple Leaf Milling Co., Winnipeg.

* * *

Copy for Nucoa, a "spread for bread," is being sent out by the H. K. McCann Company, advertising agents, Toronto. The product is distributed in this country by the Canadian Packing Co. Ltd.

* * *

The United Pure Food Products Ltd., capitalized at $2.000.000, with head offices at Hamilton, Ont., will shortly commence manufacture of a comprehensive line of grocery sundries. The company is an amalgamation of several Ontario factories. They will sell direct to the dealer.

* * *

The Montreal Press Club took part Christmas day in entertaining 150 war orphans at the club headquarters. There was a well-laden tree, and plenty of cake and candy, as well as presents for every kiddy.

* * *

The attention of MARKETING has been called to the fact that through an error in the Publisher's Statement of the Halifax *Herald* it is made to appear that this paper has recently conducted a circulation contest, and in the Analysis of Newspaper Circulations published in our last issue it was so shown. During the period of the report the *Herald* has conducted minor contests among its carriers, but no subscriber contests of any kind have been launched.

REMARKABLE GROWTH
OF THE
Kitchener Daily Record

Average Daily Circulation for Month of

January 1919	January 1920	January 1921
3,878	4,231	5,180

JANUARY 1922 *Over* 6,200

95% of this is Paid-In-Advance Circulation

No Premiums or Contests have been used.
Record Circulation increasing steadily month by month solely on the merits of the publication

A Daily Record subscriber needs no special inducement, no appeal to help somebody win something. He keeps on taking the Record because it is exactly the kind of paper he wants. His friends hear his favourable expressions of opinion—they try it for a month, and continue their subscription because they find out the Record is the kind of paper they want every day.

The Only A.B.C. Paper in Kitchener

No Waste or Overlapping Circulation

From our Detailed Statement of Distribution of Circulation

Total for Kitchener and Waterloo -	5,191
Carrier Service Within 20 Miles -	520
By Mail Within 20 Miles - - - -	160
Outside 20 Mile Circle - - - - -	337
TOTAL now over	6,208

93% of Entire Circulation within 20 Mile Radius

No Advance in Advertising Rates

From our Standard Rate Card

General Advertising—Plate Matter :

Transient -	.03 per agate line
1,000 lines -	.02 „
5,000 lines -	.01¾ „
7,000 lines -	.01½ „
Composition -	½c. per line extra

A Material Reduction in the Milline Rate

A HOME PAPER THAT COVERS ITS OWN FIELD
Full Leased Wire Service

If you want to cover the prosperous industrial cities of Kitchener and Waterloo, and the rich agricultural district surrounding, include the Record on your next campaign.

Further information from any recognized agency or direct.

THE NEWS RECORD LIMITED
KITCHENER, ONT.

$26,365,810

was the 1921 production in the territory covered by

The Daily News

NELSON

British Columbia

Member A.B.C.

Because it is

SOLIDLY dependable
Sure in getting results
Satisfactory in every way

National advertisers prefer—

The

Daily British Whig

as their sales-producing medium for Eastern Ontario.

It has become Kingston's biggest newspaper because of a steadily growing A.B.C. circulation and because it is a home newspaper that, selling on its merits alone, covers the Kingston territory like a blanket.

More Census Figures

The population of Ontario towns ranging from 500 to 2500 were announced by the Dominion Statistician on January 10th, as follows:

Towns	Population, 1921	Increase, 1921 over 1911 No.	P.C.
Alexandria	2195	*128	*5.51
Alliston	1373	94	7.34
Almonte	2413	*39	*1.59
Aurora	2296	395	20.77
Aylmer (Ont)	2193	91	4.32
Blenheim	1559	172	12.40
Blind River	1834	*724	*28.30
Bothwell	632	*58	*8.40
Bracebridge	2423	*353	*12.71
Bridgeburg	2401	631	35.64
Cache Bay	916	27	3.03
Capreol	1277	692	118.29
Chapleau	1882		
Chelmsford	556	6	1.09
Chesley	1708	*26	*1.49
Clinton	2016	*238	*10.55
Deseronto	1833	*180	*8.94
Dresden	1337	*214	*13.79
Dryden	1019	304	42.51
Durham	1491	*90	*5.69
Dutton	812	*24	*2.87
Englehart	758	88	13.13
Essex	1585	232	17.14
Forest	1411	34	*2.35
Gore Bay	635	*68	*9.67
Gravenhurst	1487	*137	*8.43
Harriston	1253	*238	*15.96
Huntsville	2236	*122	*5.17
Iroquois Falls	1177		
Keewatin	1327	85	6.84
Kincardine	2074	118	6.03
Kingsville	1779	352	24.66
Listowel	2473	184	8.03
Little Current	923	*285	*23.59
Massey	631	*233	*26.96
Mattawa	1445	*79	*5.18
Milton	1878	224	13.54
Mitchell	1801	35	1.98
Mount Forest	1713	*126	*6.85
New Liskeard	2254	146	6.92
Niagara-on-the-Lake	1359	41	3.11
Orangeville	2184	*156	*6.66
Palmerston	1521	*144	*8.64
Parkhill	1150	*1.39	*10.78
Port Perry	1135	*13	*1.13
Powassan	624	*20	*3.10
Rainy River	1444	*134	*8.49
Ridgetown	1850	*104	*5.32
Seaforth	1820	*154	*7.76
Sioux Lookout	1127	577	104.90
Southampton	1536	*149	*8.84
Stayner	970	*69	*6.64
Thessalon	1654	*291	*14.96
Thornbury	820	27	3.40
Tillbury	1672	304	22.22
Tweed	1339	*29	*2.11
Uxbridge	1454	21	1.46
Vankleek Hill	1497	*80	*5.07
Walkerton	2338	*263	*10.11
Webbwood	557	*100	*15.22
Wiarton	1701	*565	*24.93
Wingham	2085	*153	*6.83

(Asterisk represents increase.)

The Dominion Statistician has recently sent out bulletins completing the announcement of Ontario's population by electoral districts. Ontario's total population, according to these figures, is 2,929,054 as compared with 2,527,292 in 19111.

The exact population of Toronto has not yet been announced as it has to be segregated from the totals of the six Toronto ridings and the three Yorks. The population of the six Toronto ridings totals 373,964 as compared with 321,191 ten years ago. The three York ridings increased by 147,754 since 1911. On the assumption that this increase is doubtless in the city, it has been suggested that Toronto's population may be safely figured as in the neighborhood of 521,719 The last figures of the city assessment department gave the population as 512,812.

The total population of Quebec has been announced as 2,349,067, an increase of 343,291 or 17.11 per cent. since 1911. The populations of Saskatchewan and British Columbia are still wanting to complete the total for the Dominion.

* * *

Ad Men Make Merry

The Poor Richard Club of Philadelphia, an organization of "men who buy, who sell or who make advertising," is planning a very frivolous "circus" for its Annual Frolic on January 17th. The circus idea of entertainment is a new departure for this year, and it is designed apparently to show that if fun and humor have been banished by some inscrutable law from most advertising, these virtues still lurk in the breasts of the men whose lives have been devoted to this very dignified science.

At the Poor Richard Club Circus the entire ballroom of one of Philadelphia's largest hotels will be tented over. Around the entire stretch of the balcony boxes will be spread a huge canvas strip four feet deep embellished with the advertisements of thirty national advertisers in poster style. These will alternate with pictures of circus animals, particularly those that act as trade marks for certain well-known products. The program will include all the time-honored "turns" of the old-time circus, including bucking mules, tight-rope walkers, clowns, magicians and a great many features not known to Barnum and Bailey. Following the lay talent, in which the Club claims to be exceptionally rich, will come an act from virtually every theatre in the city. There will also be a long menu and a short speech list. The circus has been well-advertised, as one would expect, and practically the entire seating capacity of the huge tent was sold out in the first mail.

* * *

Senator Smeaton White, owner of *The Gazette*, Montreal, and Charles Robillard, editor-in-chief of *La Patrie*, will jointly occupy the chair at a banquet of newspapermen which is to be held in Montreal toward the end of January in honour of four former colleagues elected to federal, provincial and civic posts recently: Arthur Sauve, Ferdinand Rinfret, Jules E. Prevost and Ed. St. Pere.

* * *

Great accomplishments have been registered by the Montreal Publicity Association during the last few weeks. Despite after-election and holiday conditions, about fifty new members have joined as a result of the special drive, almost as many as joined during the whole of 1921. The drive will close January 15, when it is expected the objective will have been more than achieved.

An annual Christmas lunch, with a tree and many presents, was held by the association with a record attendance of guests and members making an overflow gathering necessary in an adjoining hall. Almost everyone got a present varying from a sausage or a necktie to a keg of beer. Entertainers were on hand from leading Montreal shows, and gave of their best. Harry Cromwell and Victor Soucissee carried through this part of the program.

New Paper Issued By Employers' Association of Manitoba

A new monthly known as *The Payroll and Canadian Labor Legislation Review* made its appearance on the 1st of January, published at Winnipeg by the Employers' Association of Manitoba. Chas. F. Roland, secretary-treasurer of the association is the managing editor.

The Payroll succeeds a small Bulletin which has been published for two years past, and has a circulation of over 3,000. The first issue has the following to say concerning the paper's policy: "Industrial relations problems, such as wage surveys, working conditions, cost of living, organization activities as affecting employers, production and profit, Socialism and Communism, and other radicalisms propounded by misleaders of labor in their unrelenting agitation of uneconomic demands upon employers, will be featured regularly with a view of protecting and safeguarding the rights of employers, employees and the public."

* * *

British Toy Makers To Show Wares In Canada

More than 20 of Great Britain's established toy manufacturing houses plan to exhibit their products in Canada and the United States during February of this year. Their decision is said to have resulted from the recent exhibition of American toys at British shows.

It is possible that the Canadian exhibit will become an annual event, one of its objects being to save buyers the expense of a long ocean trip.

* * *

Hamilton Advertising Agency Gets Collins Account

The amalgamation is announced of the Collins Mfg. Co., of Toronto, and Never-Fail Products Ltd., of Hamilton. The new company, headed by C. W. Collins, will make Hamilton their headquarters, and will operate under the name of Collins Never-Fail Products, Ltd. Output will be largely concentrated upon metal poultry supplies. The company's advertising account has been secured by the Hamilton Advertiser's Agency, and copy will shortly be sent out to a list of farm papers.

* * *

Ruddy Heads New Company

Joseph Ruddy, former vice-president of the Canada Starch Company, heads a new company which has taken over one of the units of Ham Bros. plant at Brantford. The new organization is to be known as the Ruddy Manufacturing Company, and will produce kitchen cabinets, woven wire goods, etc. Ham Bros. are financially interested in the Ruddy concern.

* * *

Watts Leaves Telegram

Ralph H. Watts, connected for 13 years with the St.John *Telegraph*, resigned as advertising manager on January 1st. He has left New Brunswick to join the staff of the New Haven (Conn.) *Evening Register*.

* * *

The Q. & R. (Queerie and Redfern) Publishing Co. Ltd., 1001 Excelsior Life Bldg, Toronto, are issuing a publication called the Ontario Municipal Yearbook.

CANADA'S SAFEST INDUSTRY

SPEAKING generally, 1921 was the worst climatic season in the past twenty years in the Dairying Sections of Canada.

Yet despite this very heavy handicap, 1,426,557 boxes of cheese and 428,881 packages of butter were produced from May 1 to Dec. 24, 1921, *an increase of 118,089 boxes of cheese and 41,362 packages of butter.*

Such figures present remarkable evidence of the stability of the Dairying Industry.

And it must be borne in mind that, of the total cheese production of the Province of Ontario,

over 80%

comes from Counties in THE OTTAWA FARM JOURNAL'S concentrated territory.

While not losing sight of the difficulties of operation under existing conditions, of foreign competition and unfavorable tariff, Dairying is going to continue one of Canada's safest industries.

In the measure of prosperity which 1922 holds for Dairymen, Eastern Ontario and OTTAWA FARM JOURNAL readers are due a lion's share.

"To properly reach the prosperous farmers of Eastern Ontario THE FARM JOURNAL is essential."

This is an extract from a recent letter from the Cockshutt Plow Co., of Brantford, and fully bears out our claim to be the indispensable medium in Eastern Ontario and Western Quebec.

The Ottawa Farm Journal

Ottawa (Member A.B.C.) **Canada**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Average Net Paid Circulation for 6 Months ending June 1921 - - **24,577**

"Making Type *Talk*"

THAT'S not the title but it suggests the substance of a booklet which tells the story of the *Little Underwood.*

¶ To everyone who has to do with advertising it is of interest because it is filled with specimens of the work of

his **mark**

an artist in the effective use of type. He is a master of display, obtaining unusual, but satisfying effects by the simplest of methods

¶ The booklet will be cheerfully sent to any reader of MARKETING who asks for it.

But ask *soon.*

United Typewriter Company Limited
135 Victoria St., Toronto

We know of several good men

who are available for employment in sales and advertising work. Two who have had experience with large national advertisers and agencies. One with considerable experience as an advertising solicitor. If you have an opening make known your requirements and we will endeavour to put you in touch with a suitable man. We are always glad to bring a good job and a good man together.

"Marketing"
53 Yonge St. Toronto

Ontario Government Stops Wholesale Circularization

The broadcast publication of the names of those who have made application for marriage licenses has been prohibited by the Government of Ontario. The government has taken this action as the result of complaints to the effect that the published lists of marriage licenses are being used wholesale by furniture installment houses, real estate brokers, book agents and a great host of other people who swoop down on the newly married couple in the hope of selling their wares or who deluge them with circulars, catalogues and price lists.

✣ ✣ ✣

Federated British Industries To Exhibit In Canada

Space at the Canadian National Exhibition, Toronto, has been applied for by the Federation of British industries of London, England. The Federation has a membership of 19,000 firms.

✣ ✣ ✣

The Winnipeg office of A. McKim Ltd., has recently sent out new copy for the North-West Biscuit Co. Ltd., Edmonton.

✣ ✣ ✣

L. M. Roberts of Montreal, publisher of the *McGill University Daily*, will shortly be doing business under the name of the World Wide Advertising Corporation, affiliated with the New York concern of that name, with offices in the Coronation building.

✣ ✣ ✣

The annual convention of the American Newspaper Publishers' Association will be held April 26, 27 and 28, at the Waldorf-Astoria Hotel, New York City. Election of officers will take place on the 28th, on which day the Bureau of Advertising are arranging for a dinner.

✣ ✣ ✣

The Postum Cereal Company of Battle Creek, Mich., will shortly transfer its head office to New York City, having leased the 16th floor of the Canadian Pacific Building for the purpose.

✣ ✣ ✣

Copy is being placed direct with a limited list of publications by the Evans Bros. Piano Co., Ingersoll, Ont.

✣ ✣ ✣

The plant of the Detroit Lubricator Company at Walkerville has been purchased by Colonial Motors Ltd., Windsor. Production of the "Canadian" automobile, which this company is to manufacture, will commence early in January.

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Smith, Denne & Moore Ltd., advertising agents, Toronto, are sending out copy for Commercial Cars Limited, distributers of Commer Trucks.

✣ ✣ ✣

The Continental Publishing Co. Ltd., announces that Charles E. Miller has been appointed Eastern United States representative of *Everywoman's World* and *La Canadienne*, succeeding John C. Hogan who recently resigned to join the staff of Smith Denne & Moore Ltd., advertising agents, Toronto.

✣ ✣ ✣

The obstruction caused in Montreal by sandwichmen on the sidewalks has led to complaints, and city authorities are restricting the size of their boards.

What Publishers Are Doing

Many dailies issued very large editions prior to Christmas. The Toronto *Telegram* published the largest regular edition ever issued from its presses. The Port Arthur *News-Chronicle* printed a 48-page paper on December 17th, containing a very large volume of advertising, probably the largest ever carried by that paper in a single issue. The Quebec *Telegraph* printed an elaborate Christmas Number of 24 pages and cover on coated stock, which sold for 25 cents with three color plates suitable for framing. The number contained some interesting editorial matter and many beautiful halftones.

The London *Free Press* carried an unusually large volume in a 44-page issue on Saturday, December 17. There were over 170 columns of display advertising, most of it gift copy. It is said to be the largest regular edition ever published in London.

The *Gazette*, Montreal, issued its usual annual review, in half-page format. The number is packed with data concerning not only its immediate territory, but in many cases covering the entire Dominion.

Away up in the wilds of Northern British Columbia, north of Prince Rupert, one man is getting out a complete newspaper every week, circulating 580 copies. E. Moss is the hero of this story and his paper, which he prints one page at a time by foot-power, is called the *Alice Arm and Anyox Herald*. The first issue was published September 24, 1921.

The Owen Sound *Sun-Times* has acquired new and larger premises to accommodate extensions to their plant equipment.

The Newcastle *Independent* has been sold to M. A. James & Sons of Bowmanville, Ont. George W. James is now editor and manager of the paper.

A New Year's card which took the form of a small brochure containing photographs of Walter E. Gunn and his advertising staff was sent out two weeks ago by the London *Free Press*.

Both dailies in Halifax issued large annual New Year editions, filled with interesting statistics of the growth of Nova Scotia, and carrying a large volume of advertising.

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The annual meeting of the Pulp & Paper Association will be held at the Ritz Carlton Hotel, Montreal, on January 2nd.

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Luckett Loose Leaf Ltd., has been taken over by a company recently organized as Vawter-Luckett Ltd., with headquarters at Toronto.

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A number of Canadians resident in Philadelphia, Pa., have commenced publication of a monthly magazine, known as *The Border Gateway*, which is intended to stimulate a more complete understanding between Americans and Britons.

✣ ✣ ✣

The Canadian Red Cross Society has decided to publish a magazine to be known as the *Red Cross Junior*, the aim of which will be to build up a junior Red Cross organization to instruct children in healthful habits.

Riddell made Advertising Agent for Canadian National Railways

W. C. Riddell, who entered the railway advertising field in 1902 with the Grand Trunk System at Montreal, was recently appointed advertising agent for Canadian National Railway lines between Port Arthur and Quebec City, with headquarters at Toronto. Since the amalgamation of the G. T. P. and the C. N. R. Mr. Riddell has been identified with the advertising of the joint interests in Winnipeg, where he established himself in nineteen-eighteen.

✣ ✣ ✣

Cans for B.C. Products Will Be Cheaper

For the first time in seven years the order for tin plate, used in the canning of British Columbia's fruit and fish, has been placed entirely with British manufacturers. Their bid was less than half the American quotation. About eight thousand tons will be required for British Columbia's canning plants in 1922. The cut in tin plate will mean a reduction of about 75 cents per case on canned salmon.

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Farmers' Sun to be issued Three Times a Week

Commencing with the February 6th issue *The Farmers' Sun*, organ of the United Farmers' movement in Ontario, will be published three times a week instead of twice. The *Sun* was purchased over two years ago as a weekly, and the present publishers have increased its circulation from 11,000 to over 40,000 during that time.

✣ ✣ ✣

Photo-Engravers Locked Out

Commercial photo-engraving plants in 30 United States cities are affected by a wage and working-hour dispute which resulted in strikes or lock-outs on January 1st. The American Photo-Engravers Association demanded new contracts with the unions providing for a reduction in wages or the lengthening of working hours to 48 per week. The New York employers demanded a cut of $5 per week and the elimination of shop practices which are considered inefficient and liable to restrict output.

✣ ✣ ✣

A. J. Massie Ltd., advertising agents of Winnipeg and Vancouver, have recently refused to place business for any British Columbia breweries or distilleries. The Vancouver office has added eleven new accounts in the past four months.

✣ ✣ ✣

The Canadian Daily Newspapers Association is giving wide publicity in member dailies to a letter from the Salada Tea Co. of Canada Ltd., which briefly outlines the growth of the Salada campaign until it now embraces every important newspaper on the American continent. This was the first of 20 letters which will be similarly utilized by the C.D.N.A.

✣ ✣ ✣

The Sidney S. Bowman Co., advertising agents, Montreal, has recently sent out further advertising of the Railway Association of Canada, concerning new railway rates.

Special Reports on Sales Methods, Plans, Ideas

IF you are concerned with the problem of adjusting your salesmen's compensation, or of controlling their expenses, or of stimulating their efforts, one of the following reports should prove of value to you. They sum up the experience of scores of other successful sales managers, describing specific plans complete with all facts and figures.

Any report, or all, will be sent to any reputable business concern on approval, subject to return if not satisfactory.

REPORT No. V-17

"Practical Bonus Plans For Compensating Salesman"

Interest in this report was so great that we have had to have three editions multigraphed. Three separate bonus plans are described, one based on profit-sharing principles as worked out by large wholesale house; another based on the Task and Bonus plan as used by the Beechnut Packing Company, and a third plan which is designed to develop a salesman along lines desired by the company. Includes chart giving a practical point plan for average size business. Every sales executive should have a copy on file. 3,800 words—Price, $1.60

REPORT No. V-30

"How 21 Concerns Reduce Salesmen's Expenses"

A wealth of valuable suggestions for the sales manager interested in keeping down the cost of operating salesmen. Subjects covered are: Use of daily and weekely earnings statements issued to salesmen, examples of suggestive economy bulietins, with report of investigation as to how various concerns are trimming down expenses to keep pace with the rising cost of traveling men. Includes chart digest form showing expense allowance in different lines. 3,800 words—Price $1.10

REPORT No. V-90

"One Hundred Sales Contest Ideas"

A digest of plans used by over 800 subscriberes to the Dartnell Service in staging sales contests. Gives you at a trifling expense experience which hundreds of sales managers have paid much money to learn. Tells when sales contests pay, and when they do not, what prizes bring best results, how to put the contest up to the salesmen, in addition to the actual suggestions for contests outlined. Profusely illustrated. New style loose-leaf binding. 8,000 words—Price, $3.50

REPORT No. V-68

"Sales Conference Suggestions And Convention Stunts"

Some of the plans which have built up the largest real estate business in the world; dramatizing ideas so that they will impress salesmen; how Morris & Company spend $50,000 a year for sales conferences; Todd Protectograph Co. selling bee and list of fifteen other stunts that will liven up your sales gatherings This report also includes a list of over fifty suggested subjects suitable for assigning to salesmen for conference discussions. 6,800 words—Price, $2.10

REPORT No. V-69

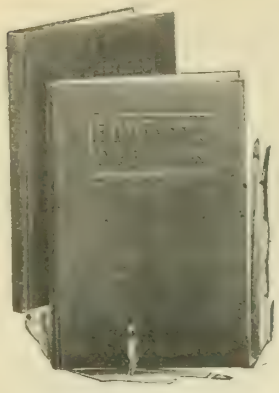
"Salesman's Auto-Allowances And Up-Keep Practice"

This report has just been revised and enlarged and brought up to date. It is a report of an investigation among 70 large corporations. Gives actual cost of operating salesmen by auto, saving as compared to traveling men by train, best plans for equipping salesmen with cars, specimen agreement for use when company buys the car and sells it to the salesmen; comparative operating cost of Fords, Dodges and other light cars; etc., etc. The United States Rubber Co. bought fifty copies of this report for distribution in its organization. No concern using autos for salesmen can afford to be without it. 8,000 words—Price, $2.10

List of additional reports and sales-work data sent upon request.

"Marketing"

53 Yonge Street, Toronto, Canada



Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In board cover, $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
53 Yonge Street, Toronto

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

"Not Interested"

A salesman who was selling advertising souvenirs recently called upon a large shoe manufacturer. Before seeing the buyer he had to send in his card by a boy. In half a minute the boy returned with the card marked "not interested."

The salesman wrote on the back of the card, "What will you have at your booth at the next shoe retailer's convention that will make the people stop and look at your display?" Then he asked the boy to take the card back to the buyer.

In another moment the boy was back saying, "Step this way please." The salesman got an interview, presented his plan, and came away with an order. The plan was one he intended to present, but would have left without an opportunity if he had not put his proposition in terms that would interest the buyer.

A Little Demonstration

A stove salesman had a dealer who did not realize he was losing business because he failed to carry a large enough stock.

The salesman ascertained the approximate number of stoves which the other four dealers in the town were selling and discovered that his customer was handling about one-tenth of the total business.

"This line represents the business you are getting. This second line represents the business your competitors are getting," said the salesman as he drew two heavy black lines across a sheet of wrapping paper with a big marking crayon. "Your line is just about one-tenth as long as your competitors'." The simple little demonstration roused the dealer to his opportunities, and helped pave the way for a much larger order than usual.

Selling The Entire Line

In the instruction book for its salesmen one large company, known all over the world for its fairness, says: "Don't think that a big success selling one line will qualify you for promotion. Our men must learn to sell the entire line, and keep their territories in a constant state of growth, both in the number of orders placed, and in the diversity of products sold."

How Are You On The Last Lap?

A prominent sales manager, once a salesman, says: "Selling is like a bicycle race. The riders pedal 'round and 'round the track, some riding steadily, others showing bursts of speed, and others falling back as the race progresses. But the real race is in the last lap.

"Many salesmen can interest a goodly number of the prospects they call upon. But their one trouble is the last lap—the closing of the sale. The last lap starts when the merchant says: "I'll think it over and let you know," or some similar excuse. Best results come when we buckle down and find out just exactly what it is that he wants to think over. Find out if something is not clear to him. And then stick until the order is signed. Many good men fail in the last lap, who would be winners if they would stick just a little longer."

Worth While Despite The "Waste"

A calendar salesman called on a buyer who wasted no time in vowing that he would never buy another calendar as long as he was in business.

"They are mostly all wasted," he declared. "Why, I saw five of my expensive calendars in one home last year—the kids get them and destroy them. No use to open your case!"

"Calendars were wasted were they?" sympathized the salesman. "That's too bad. Still, over half the heat from your stove goes up the chimney and is wasted. Is that any reason for throwing out the stove? Only about one-tenth of the rain actually soaks in the ground where the crops are planted, but that one-tenth does the work. Of course some of your calendars are wasted, but those that are saved and used do the work."

Too Much Independence

There are some salesmen who think it is creditable to have a reputation for being as independent as a "hog on ice." Among their friends they delight in relating more or less exaggerated accounts of what they told the boss. Their byword is. "I should worry, if you don't like the way I am doing get somebody else." This attitude fools nobody and in the end always proves the downfall of the salesman. According to the records of the travelling men's association, ninety-five per cent. of the professional, job-jumping salesmen are "bums" financially at the age of fifty-five. Only those who keep their minds open to suggestion and improvement; who realize that somebody else knows something besides themselves; who take good care of their health and habits and are good soldiers survive financially and have some comfort in their old age.

Memorizing the Price Catalog

One of the most successful salesmen of his time, and now one of the country's big business men, owed much of his early success on the road to his habit of memorizing five prices in his catalog every day.

"If you can memorize five prices every day," he said, "at the end of a year you will know fifteen hundred prices in your line. Any man who knows that many prices of the goods he sells will have the reputation in his territory of being a genius. Nothing impresses a customer more than a salesman who is able to quote prices like an echo, without having to stop and thumb through a lot of pages in his price book.

"When I started selling goods they took me for something of a joke. I was very

young. But when they started to buy and I quoted price after price without looking at the book, and when they wished to refer to the catalog and I told them the number of the page where the goods could be found, I could see my knowledge of the line commanded their respect."

Settling When Suited

"I like your line," said the customer, "but I want to wait until I have seen several others before buying."

"Are you a married man?" asked the salesman.

"Yes, why do you ask?"

"Well, you didn't wait until you had seen all the women in Canada before you decided. When you met the one that suited you, you settled the question then and there. Would it have been fair to your wife to have asked her to wait until you had looked over more girls to see if someone else suited you better? We have something that suits you, so now is the time to buy, before somebody else secures it."

* * *

Puzzle Advertising Results In Lottery Charge

Henry S. Myser, manager of the Mayer Company of Weston, Ont., the Canadian end of the Minneapolis Pen Co., was recently committed for trial on a charge of conducting a lottery. The charge arose from the advertising, previously noted in these columns, of a puzzle picture. Prizes were offered to persons discovering the most objects in the picture beginning with the letter "B." Larger prizes were offered to persons sending in orders and cash for goods. Major Nash, one of the judges, testified at the preliminary hearing that much skill was required to win a prize in the contest.

* * *

The mid-winter Coca-Cola campaign, which has long been heralded, commenced shortly after the first of the year in Canada and the United States. Various mediums are being used, featuring the slogan—"Thirst Knows No Season." The illustration in the first advertisement of a tobogganing scene is cleverly adapted to the mediums used. The newspaper copy, for instance, contains a single figure of a winter girl, who is one of a larger group in the magazine advertisements. The campaign is handled, as usual, by the D'Arcy Advertising Co., St. Louis.

* * *

W. R. Allan has succeeded John Galt as president of the Union Bank of Canada, Winnipeg.

* * *

Chas. Cluthe & Sons, manufacturers of a rupture appliance, who were active in Canada some years ago, will shortly recommence advertising in daily newspapers after a long suspension. Contracts are being sent out by The Philip Ritter Co., New York.

* * *

"What Canadian Farmers Will Buy" is the title of a farm survey bulletin recently issued by the *Family Herald and Weekly Star*, Montreal. The data was secured by means of a questionnaire sent to 10,000 subscribers of this well known paper.

To Reach and Sell The French-Canadian Farmer Use

Le Bulletin des Agriculteurs

63 WILLIAM *French Canada's Only Farm Weekly* MONTREAL

"Something Just as Good"

Why do some advertisers find it necessary to spend thousands of dollars annually to impress *single purchase* customers not to accept "substitutes"?

Simply because their competitors have used established trade papers to better advantage, showing the man behind the counter how the substitute goods are equal or superior.

Can your prospect buy one or a hundred?

Commercial & Retail Merchants' Review

(The forty year old journal reaching 75% of the purchasing-power of the West)

HUGH C. MACLEAN WESTERN LIMITED

VANCOUVER **WINNIPEG**

Western Canada Coal Review
Western Canada Contractor & Builder
Western Lumberman

More Visitors than Beds

In Quebec They Reads the Ads— Then Buy

SO many visitors to Quebec that they're adding over 300 rooms to the Chateau Frontenac, and Canada Hotels, Ltd. will build a new, million-and-a-half dollar structure in Quebec City. Increased hotel accommodation is a guidepost to Better Business.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing
and Business Management

53 YONGE STREET, TORONTO, CANADA.

Commercial and Business Libraries

Both in Canada and the United States the increasing importance to the advertising executive of accurate facts and information is shown by the rapid growth of advertising research libraries. It is hardly possible to enter the office of a firm engaged in national advertising without finding at least the nucleus of such a library, and in many cases a formidable list of business books is housed. In the United States, over 1300 special libraries with trained experts in charge have been listed. About half of these libraries are directly concerned with commercial and industrial subjects and a number of them are maintained by advertising firms. How many similar libraries exist in Canada it is impossible to estimate, but most advertising firms and agencies are not ill-equipped in this direction, and if their library resources could be gathered under one roof a very imposing library would be the result.

An organization such as MARKETING accumulates a large number of specific, practical and up-to-date books of business information. These books deal largely with marketing problems and advertising practice, and they number several hundred volumes. It also contains a catalog of nearly 3,000 business books, covering every conceivable angle of modern commerce, and all of which are available through the usual channels. Needless to say, this library is entirely at the service of MARKETING'S many readers.

The collections of advertising libraries vary with the type of service offered. A Detroit library reports specialized information on the marketing of automobiles. Another library has a special card index of over 10,000 references to merchandising stories, covering practically all subjects. The wide scope of advertising library service is illustrated by one library which states that it has information "from soup to soap, from butter to nuts, from labor to engineering, and from beauty cream to auto trucks."

The classification of advertising data so that it will be readily available upon demand is a matter of peculiar importance. A Minneapolis advertising library has adopted the following headings: 1. *Business*, law, management, finance, transportation, competition, distribution, foreign trade; 2. *Advertising*, history, economics, psychology, media, copy, design, mechanics, etc.; 3. *Products*, raw materials, food, clothing, shelter, machinery, etc.; 4. *Consumers*, mailing lists, population, buying power, climate, buying habits; 5. *Distributors*, trade directories, retailers, jobbers, sales agents, brokers, importers, mail order houses, chain stores, cooperative stores, etc.

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Advertising for Mallory Timers, a specialty for Ford cars, manufactured by the Ford-Smith Machine Co, Ltd., of Hamilton, is being placed by the Hamilton Advertisers' Agency Ltd.

✣ ✣ ✣

One or two advertisers this year carried their Christmas copy past the holiday and attempted to take advantage of presents in the form of cash in the hands of consumers. "I'm going to buy a Brunswick with my Christmas cheque," was the heading of one advertisement for the well known phonograph. The co-operative advertising of the jewelers also featured this suggestion.

Better Business Letters

Continued from page 59

simply devoted all their energies *towards learning the fundamental principles that made it possible for them to create master products.* The same thing holds true for you in letter writing. If you will dig into your files for letters that have produced unusual successes and study them—if you will try to find the "why" behind the success of these letters and, therefore, endeavor to learn the "why" of everything you write, you will put yourself in possession of the secret of effective letter writing.

Avoid Negative Influence

In a surprisingly short time you will be able consciously to apply these principles to your own letters, as often as you feel like doing so, because you have mastered the fundamentals and learned, for example, that certain phrases have negative and, therefore, depressing influences and should be avoided: or that certain other phrases, and even words, have cheery optimistic values that help people warm up to your proposals.

An understanding of the principles behind your correspondence, which is nothing more than an understanding of the things that motivate human beings, will make you a leader instead of a "hoper." The principles, to which we have referred, have been gone into at some length in former articles. The gist of them, though, can be summed up in one sentence; just as the proper study of man is man, so the proper study of things that affect man in letters is man himself. In other words, the successful letter writer or successful executive, as we suggest in the beginning of this article, is not content merely to know how to put glib phrases together. He is never satisfied until he realizes that every word in his letter tends to create a certain impression upon the reader. Whether this impression is favorable or unfavorable, depends largely upon *himself*. Too often, letter writers leave this to chance or to routine habits. The one letter writer in a hundred, though, who will use his brains when he dictates, and use his mastery of principles, will be able to write letters that will create just the impression he wants to put over.

Such a letter writer will never send out a missive of this kind to

Here's an opportunity for an Aggressive Advertising Salesman

We are looking tor one more salesman to round out our staff.

Our papers are the leaders in their fields, thoroughly established and worthy of the best efforts of a high-grade salesman.

If you have had experience on trade or technical papers and have confidence in your ability to develop, hold and increase advertising, call or write—confidentially, of course.

This is an opportunity that awaits the right man where his earnings will only be limited by his ability.

HUGH C. MACLEAN PUBLICATIONS LIMITED
347 Adelaide Street, West, TORONTO, Ont.

Operations Carefully Timed

Give us the date of first insertion in the Victoria, B.C. papers—the furthest distant point—and we can time the operations necessary for a full schedule throughout the Dominion with a minimum of expense. Perfect plates, errorless consignments and certain insertions result from Rapid service when reasonable notice is given.

THREE COMPLETELY EQUIPPED PLANTS

Montreal	TORONTO	London
54 Juror St.	185 Richmond St. W. Head Office	209-211 King St

Rapid Electrotype
Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

Two Papers Cover P.E.I.

Only one province in Canada can be effectively covered with two papers—the smallest, and at the same time, the richest of the provinces—Prince Edward Island. *The Examiner*, established in 1876, and *The Guardian*, established in 1887, are old friends among these prosperous P.E.I. people. Both A.B.C. audited.

Guardian & Examiner P.E.I.
CHARLOTTETOWN

What are you waiting for?

Are you waiting for better business conditions? You may have to wait some time.

Meanwhile, your expenses are going on. No one knows when normal times will return. Why wait?

You can make good times for your own individual business right now.

The actual buying in Canada this minute is enormous. Don't feel satisfied with getting merely your natural share of business. You can get more than your share, and make your conditions prosperous by using more and better Direct Mail Advertising; catalogues, booklets, broad sides.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

collect a bill. He will know just what an unpleasant effect it will have upon his reader:

"Dear Mr. Jones:

Your complaint of the 7th, to hand, and contents carefully noted. In reply to same, beg to state that we don't feel that you are justified in holding back a bill of $125.00, because of the breaking of a quart bottle of ink. We are frank to state that we don't understand how it was possible for the ink to have broken in shipment, inasmuch as it is our custom to pack packages of that kind in cardboard containers, liberally filled with straw or excelsior.

Your bill was due 60 days ago and we should very much appreciate your check at this time. In the meantime, though, we will send you another quart of ink to replace the bottle in question.

On the other hand, will you kindly do your part and mail us a check for this long overdue account, as we would like to take the matter off our books at earliest date.

Hoping to have your further favors, we remain,

Yours truly,

————Co."

If he has used his brains and thereby considers letter writing in his particular department not as all of creation itself, but rather as a foundation, upon which to build the greater structure—the study and understanding of forces that govern other human beings—he is able to write letters like the one following, which has produced sixty per cent. replies. This letter was sent to a list of farmers, at a time when gasoline motors were coming into the limelight. The fact that he mailed it at a time when harvest hands were very scarce in the United States, is merely another example of his understanding of fundamental principles. It goes to show very clearly that letter writing does not mean the dictating of words, themselves, but the intelligent use of that letter at a

Helpful Service

IF you can be convinced that I can serve you in a way that will assist you in rendering more service, my usefulness will be increased, your usefulness will be increased and the greater number whom you serve will be benefited. Long years of preparation and experience permit me to offer helpful service in illustrating, copywriting and placing of advertising.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

Mailing Lists

Automobile Owners
Farmers
Industrial Firms
Commercial Houses
Professional Men
All classes of people

Whether you sell to dealer or consumer in Western Canada you should have a Wiggins Systems Mailing List to make your Direct Advertising fully effective.

Quotations and full information furnished upon request.

WIGGINS SYSTEMS LIMITED
Complete Mail Advertising Service
Coca Cola Bldg.
Winnipeg
Canada

Orders for Bound Volumes

Marketing
for 1921

Now being entered. There will be two half-yearly volumes. Price $2.50 a volume. Shall we reserve one for you?

Marketing Publishers Limited
53 Yonge Street, Toronto

Everything In Its Place

Efficiency in manufacturing is possible when materials are properly stored.

DENNISTEEL Made in Canada **STEEL SHELVING**

along Washroom walls saves space, provides a place for materials that saves thousands of steps a day, eliminates the loss of materials and lessens the fire risk.

DENNISTEEL LOCKERS provide safety for the belongings of the employees and save the space of a cloak-room.

"A place for everything and everything in its place" is a slogan that can be adopted by industrial plants with this fire-resisting equipment.

We also make

Steel Cabinets, Steel Bins, Steel Lavatory Compartments, Steel Chairs and Stools, etc. Ornamental Iron and Bronze. Commercial Wirework of all kinds. General Builders' Ironwork. "Rock" Solid Steel Sash.

WRITE FOR FOLDERS

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

time and a place when it will do the most good:

"Dear Sir:

What would you do if your hired man quit tomorrow? That's something to worry about, isn't it?

But you wouldn't have to worry if you had a gasoline motor on the job to do the heavy work. Day in, day out, gasoline motors more than take the place of hired men. They never go on a strike. They never make you curse inwardly at the unfairness of certain human relations. The wages you pay these motors in operations and maintenance costs are so low as to amaze you.

That's a big item these days, Mr. Jones, when you, and thousands of farmers all over the United States, are face to face with the very urgent problem of keeping hired help on the farm. The wage of farm workers is going up steadily, isn't it, and it's mighty hard to get good workers during the busy season, at any price.

It's great to be your own boss, happy in the realization that your work is being turned out with a minimum of expense and worry. It won't cost you a penny of expense or effort to see just how much human labor our gasoline motors will enable you to replace and to see exactly how low the cost really is. Just fill out the enclosed postcard, drop it in the mail box and we will do the rest. For 30 days you can be your own judge as to the truth of the facts in this letter. After that, we will be governed entirely by your wishes. It will be a pleasure to help you meet the labor problem.

Your very truly,

————————Co."

In the final analysis, inquiring reader, the thing is up to us absolutely. If we are anxious to become really effective letter writers we must ask ourselves this question: *Are we willing to give some time to ourselves?* Are we willing to dig deep into our own consciousness, into our own powers to bring out the gold that really lies hidden in the depths. If so, the way is really simple. As a matter of fact, all great and worthwhile things are simple. All we need do is just make up our minds what it is we want. In this instance we want to write master letters. Having done that, we must next study the prin-

YOUR TRAVELLING SALESMEN

Call on the retail trade. Your sales are in proportion to their industry, their knowledge of the goods they are selling and their enthusiasm in representing you.

THE RETAIL DEALER who stocks your goods

Represents you to the consumer. Your real distribution (the consumption of your product) is in proportion to their knowledge of your goods, their confidence and enthusiasm in selling them.

NOW, face the facts squarely. Are you doing all you can to—

1. Educate the retailer re the merit of your goods.
2. Show him how to sell them best.
3. Enthuse him, to win his commendation of them.

Advertise in

The Retail Grocer and Provisioner
The Retail Druggist
The Canadian Furniture World
The Electrical Dealer and Contractor

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

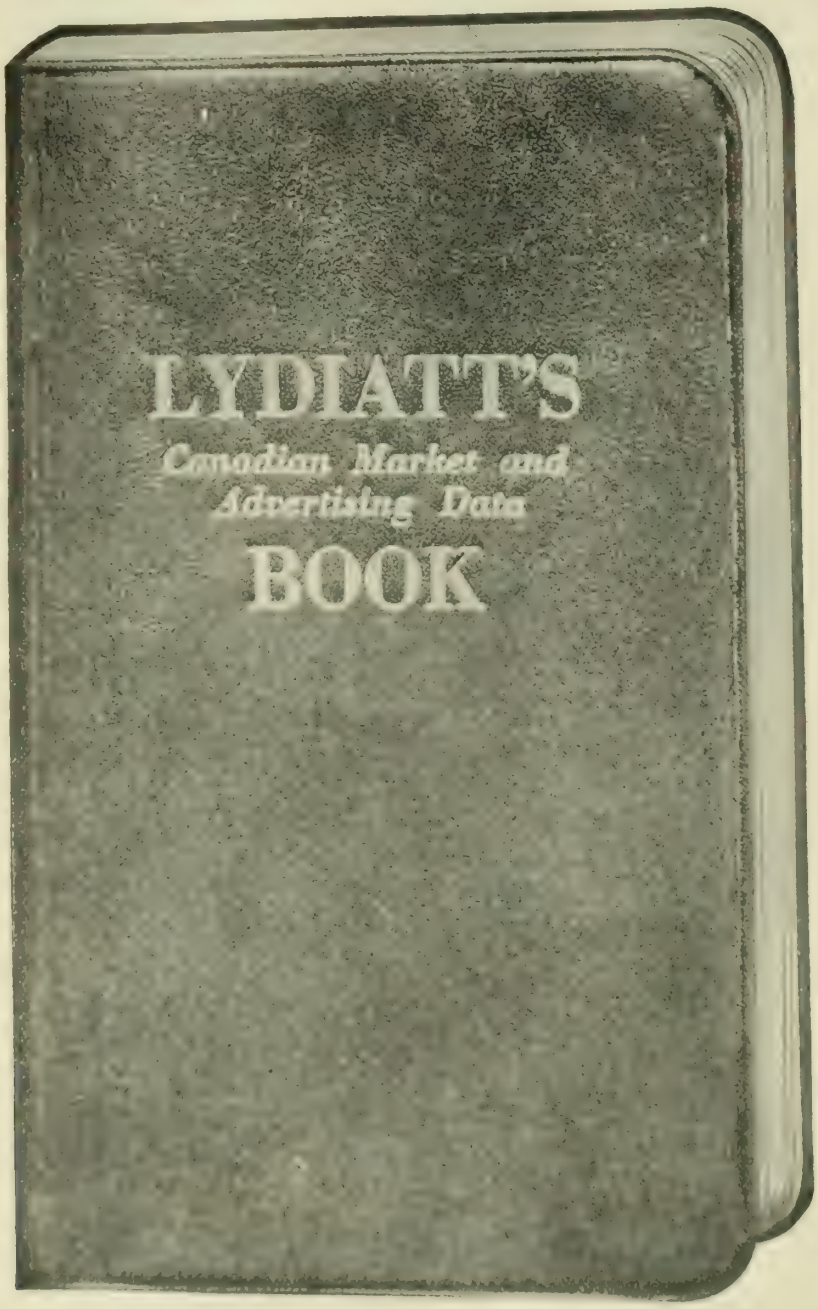
ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

"My Advertising 'Bible'"

"There has hardly been a day on which I have not had occasion to refer to it for something. For the selection of publications to carry Goodyear advertising it is my advertising 'bible'."

—Goodyear Tire & Rubber Co. Toronto



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 a Copy.

Obtainable Only From The Publishers

MARKETING PUBLISHERS LIMITED, 53 Yonge St., Toronto

ciples behind the things that make excellent products possible. Knowing this, the next thing is to plan exactly how to do it. Then work your plan for all there is in it.

It isn't easy deliberately to spend many a spare hour studying our successful letters, to find out why they were successful. It isn't easy to go over our letters that have been frankly a failure or, frankly mediocre, to find out where the weak spots really are. It isn't easy to get into fundamental principles.

It isn't easy to grasp the principle of *Visualization*, the biggest thing in all letter writing, because it implies an understanding of the other fellow and the things *he likes*.

It isn't easy deliberately to choose every word in our letters so that we may express ourselves in choice, *simple terms*.

It isn't easy deliberately to eliminate the over dramatic element of our correspondence. The temptation to do the spectacular is hard to resist.

It isn't easy sometimes to delay taking any old job in order *to find work we really love*.

All these things take courage. It does take courage to dig for bedrock instead of being satisfied with the surface mud. That's why so few are really masters. If you, though, want to elevate yourself to that place in life that your brain and your spirit enable you to hold if you give them reign, then you will have the keen joy that comes with realization that you have mastered your correspondence, instead of having it drag you along weary, unwilling and indifferent. It merely sounds the difference between a big, full, happy existence and a lackluster, colorless affair that drags out the days in unending bitter procession. It's worth striving for, isn't it?

NEXT MONTH

we will publish the first of several articles by Mr. Balsam describing the reorganization of a correspondence department, giving in some detail the procedure followed in the best-organized correspondence departments on the continent.

The Key
To Consumer Demand

THE average person does not change his or her habits, does not adopt new fashions in dress, does not serve new dishes or read new books until somebody has *started* doing these things in each community.

Those who *start* things are in the minority. They are the discriminating few, the alert tenth, whose leadership is followed by the imitative nine-tenths.

Those *tenth* persons may have many different reasons for their interest in new ideas, new fashions, new inventions, new conveniences, new products. Some merely like to be up-to-date. Others endeavour to maintain a reputation for originality.

But whatever the motive, this alert tenth really forms the nucleus of *national demand*. Cultivate the discriminating few and you have the key to consumer demand throughout the country.

Cultivate them through the media from which they absorb the outside viewpoint, the cultural developments that are taking place throughout the nation. The publications of their own community do not gratify their needs in this direction. Magazines, on the contrary, just because they are *national*, naturally attract the alert class of buyers in every community.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

Woman's Century
TORONTO

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodical Association, 70 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

45% More Circulation

PEOPLE may be buying less, but you have 45% more to sell to if you use The Halifax Herald and The Evening Mail combination in Nova Scotia.

For these two papers have increased their net paid circulation month by month in 1921 so now it stands 45% higher at the close of the year than it did at the start. And at that it had a 50% A.B.C. lead over its next nearest competitors.

7c. Lower Rates

Despite the broadened market of buyers offered you in 1922 through The Halifax Herald and The Evening Mail, rates are down by 7 cents an inch beginning with the New Year.

And remember you buy not merely quantity but quality circulation at these lower rates. For subscription rates to The Halifax Herald and The Evening Mail were maintained at a 50% higher figure than its nearest competitors during 1921. Herald and Mail readers have the money—you can reach a larger number of them at a lower cost in 1922.

For further information write to our Central Representative, J. B. Rathbone, 95 King St. East, Toronto, or 317 Transportation Bldg., Montreal, or direct to

The Halifax Herald
The Evening Mail
The Sunday Leader

Volume XVI.
Number 3

TORONTO FEBRUARY 1st, 1922

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W.A. Lydiatt

Establishing
ROYAL OAK as
"Ruler of the Road"
TOUGHER THAN OAK" *The Royal Oak* slogan suggests those enviable qualities that every motorist dreams of finding someday in his ideal tire—toughness, strength, endurance.
And the *ROYAL OAK TIRE* lives up to its slogan.
The Advertising problem here is to have the quality of the advertising live up to the quality of the product.
Soon motorists will see *ROYAL OAK* tires rolling their way through the advertising pages of leading publications, and devouring the miles along the highway; firmly established in the minds of their owners as 'RULERS OF THE ROAD' — the outcome of the efforts of the Oak Tire & Rubber Co., and
THE Advertising Service Company LIMITED
220 Yonge Street, TORONTO
Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

This new poster campaign for C.P.C. Pork Sausages is yet another indication of the wide variety of products which can logically and profitably be advertised with Posters.

The Canadian Packing Company Limited have found that the dominant color display obtainable only with posters is just what they need to popularize packaged sausages, and familiarize the public with their trade mark.

PEOPLE are more open to impression out of doors than they are indoors. In their homes they constantly busy themselves with tasks or with some form of amusement.

Out of doors the public's attention is not concentrated on an immediate something to be done. They are free to observe, to glance about them, to "take in" the sights and sounds of the streets.

In such a mood they cannot fail to observe the dominant and compelling displays that are possible with POSTERS. They are free to "take in" your message.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LTD.	St. Catherines Brantford Vancouver	MONTREAL
HARRY DUKER, LIMITED		VANCOUVER, B.C.

W. W. SCANE, Secretary, CHATHAM, ONT.

Important Announcement of Amalgamation

For reasons which are briefly outlined below, it has been decided to amalgamate

FARMERS' MAGAZINE Canada's National Farm Magazine with MACLEAN'S "CANADA'S NATIONAL MAGAZINE"

and the last issue of FARMERS' MAGAZINE will be under date of February the 2nd.

All subscribers to FARMERS' MAGAZINE who are not in arrears will receive copies of MACLEAN'S starting with the issue of February 15th and continuing until the completion of their subscription term.

We have a good class of farmers as subscribers to FARMERS' MAGAZINE—a class who are in a position to buy automobiles, pianos, phonographs, and all other articles or conveniences that make for comfort and a higher standard of living.

The automobile has made it convenient for farmers to drive ten, fifteen or twenty miles into the best shopping centres where they buy first-class merchandise, attend public meetings and in other ways keep themselves abreast of the times just as do the best of the town and city people.

The progress and developments which have taken place in the standards of farm life are making farmers to-day consumers of the best grades of merchandise and at the same time permitting them to take the keenest interest in politics and all public and economic questions.

This means that the time has come when they are asking for and will appreciate a good magazine such as MACLEAN'S, furnishing as it does good fiction, political articles and national news of a character not found in farm papers or newspapers.

95,000 Gross Circulation for MACLEAN'S

Rate based on 70,000 A. B. C. Guarantee

The addition of FARMERS' MAGAZINE subscription list to MACLEAN'S circulation, after all arrears and duplications are eliminated, will give MACLEAN'S MAGAZINE at once a total circulation of more than Ninety-Five Thousand copies each issue.

FOR ADVERTISERS

This gives a big general covering of town and city circulation, plus a highly selected farm circulation, and constitutes a service which is not equaled or even approximated by any other general publication in Canada.

FOR DEALERS

It provides the tremendous influence of the "leadership" families in every city, town and village right across the Dominion together with the most prosperous and progressive farmers in each trading territory.

The Line Rate for Advertising space in MACLEAN'S remains at 70 cents

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

Are You Merchandising any of these lines?

BOOKS
STATIONERY
Commercial
Stationery
TOYS
FANCY GOODS
Gift Shop
Specialties
Sporting Goods
Leather Goods
Ivory Goods
or
Allied Lines

IF SO, there is one paper that cannot be overlooked on your advertising programme. It is the paper that is read by leading retail stationers and booksellers and by stationery and fancy-goods jobbers in Canada.

These trades look to Bookseller and Stationer every month for ideas on the merchandising of such lines as listed above. It is obviously the place where they expect to see merchandising ideas about YOUR product. Investigate this opportunity now while it is uppermost in your mind. Sample copy and full particulars will be supplied upon request.

Bookseller and Stationer

Member A.B.C.
Montreal Branch,
Southam Bldg.

and Office Equipment Journal
Established 1884
143-153 University Ave., Toronto

Winnipeg Branch,
Confederation Life
Bldg.

Prosperity is a Self-Starter

THE opportunities for business in the plumbing and heating field of Canada are there; waiting for those who go after them.

And the trade is going after them! The retailers are now pushing the sales of plumbing and heating, lighting and water systems and replacements; they are keeping an eye on the building activity, so clearly indicated; lower prices are stimulating business.

Twice a month you can talk to practically the whole plumbing and heating trade of Canada from coast to coast. Advertise in

Opportunities in 1922

Much Building Indicated

Many Installations of Rural Water Supplies

Many Replacements Wanted

General Stimulation Due to Lower Prices

Member A.B.C.

Sanitary Engineer

Plumber and Steamfitter of Canada

Established 1907

143-153 University Ave., Toronto

Montreal Branch, Southam Bldg.

Winnipeg Branch, Confederation Life Bldg.

EVIDENCE continues to accumulate as to the use that is being made of material published in each issue of MARKETING. Here is an extract from a letter sent by the Lakewood Engineering Company, Cleveland, to Mr. F. R. Close of the Cleveland Belting Company, Cleveland, Ohio:

* * *

"In line with our phone conversation today, I have sent you under separate cover copy of MARKETING containing one of Mr. Balsam's articles on "Better Business Letters.' We have found these articles of Mr. Balsam's the most valuable of any document published along the same line, and I enclose copy of letter to members of the Sales Department which I drafted for the General Sales Manager last July."

* * *

Appreciataion of MARKETING, in the United States, where there are many publications in the same field, is particularly significant. In the past few months, for instance, Robert Ruxton, who conducts an excellent department headed: "Selling by the Printed Word," in *The Printing Art*, Cambridge, Mass., has quoted something from MARKETING in almost every issue.

* * *

"A clarifying note of common sense is struck by Herbert N. Casson in MARKETING under 'Twelve Tips on Advertising," begins one of Mr. Ruxton's quotations, followed by almost a page of Mr. Casson's article on "Writing Your Advertisement from the Customer's Viewpoint."

* * *

Canadian firms are equally alive to the value of quotations from MARKETING. The Salada Tea Company of Canada Limited, Toronto, recently sent us a reprint of a portion of an article on "How the Package Influences Sales" by John Meldrum, one of MARKETING's staff writers, which they had sent out to all their dealers. The matter was set up in regular news style, with a "credit" line, and was used as a sales argument for Salada Tea.

* * *

These are just one or two outstanding instances of the many that have been brought to our attention in the last few weeks, showing that MARKETING is filling a real niche in the selling and advertising business on this continent.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Copyright 1921 by Marketing Publishers Limited

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W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Saturation

SATURATION,** (noun) **The act of saturating; the state of being saturated.
—Webster's Dictionary

WHEN a product is sold in every home of a community and handled by every logical dealer, we say it has reached "the saturation point."

OUR PRODUCT is The London Free Press—a first-class daily—Western Ontario's foremost newspaper.

OUR AIM is to attain the saturation point in London itself, with a generous overflow into all the surrounding country and neighboring centres.

THERE are 14,000 homes in London. Into no less than 11,792 of these, The London Free Press goes daily—a clean-cut

84.2% Saturation

YOU CANNOT purchase such high-powered advertising space in many cities at any price.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

LONDON
Canada

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Entire contents copyright. All rights reserved.

Vol. XVI. FEBRUARY 1st, 1922 No. 3

QUICK MARKETING THROUGH OWN STORES BUILDS CANADA'S BIGGEST CANDY BUSINESS

"The chain shop, operated by ourselves, is the only way to market Laura Secord Candies. If proof of that statement is needed it is found in the fact that we have built up, in less than eight years, the largest retail candy business in the world." As told to "Marketing" in an interview

By J. D. Hayes

General Manager, Laura Secord Studios, Toronto

THAT Canada can develop "big business" just as successfully as any country under the sun is demonstrated once again in the story of Laura Secord candies. In conception, organization and capital this enterprise is one hundred per cent Canadian. Moreover, having established its foot firmly on its native heath, the company is one of the very few Canadian concerns that have had the nerve to step across the border into the United States and operate a subsidiary company there. It is, further, the only Canadian company to cross the line and operate a chain of stores in the country where that method of merchandising was originated. The reverse of this is so frequently the case that an instance of Canadian aggressiveness of such a nature is worthy of remark.

The story of Laura Secord candies is the story of a simple idea worked out to a logical conclusion. It was nothing more than this, that the very best candies in the world could be sold to the consumer at fifty cents a pound. Backed by a sound selling policy and energetically exploited, this idea has made good in a remarkable way and during a period of deep and general depression. Similar ideas have come to others in widely different industries, but few have experienced the success that came to F. P. O'Connor, of Peterboro, Ont., the originator and still the sole owner of the Laura Secord business. When Mr. O'Connor pinned his faith to the best candies at a lower price, he had no practical experience of the candy business to guide him. His sole essay at anything of the kind was confined to lending a hand at "taffy pulling" as a boy or taking part at a "sugaring off" in the maple bush when the sap was running freely. But Mr. O'Connor was a connoisseur in candies. He possessed in a marked degree a gift of taste that could detect the component parts of a candy and that enabled him to say what any particular specimen lacked to put it in the front rank. With his idea and his palate, plus a few other not inconsiderable trifles, he set out to build up the biggest retail candy business in the world.

Merchandising The Problem

Mr. O'Connor's initial problem was merchandising. It is comparatively easy to make a high grade candy. It is quite another thing to get it into the mouth of friend ultimate consumer. The type of chocolate creams Mr. O'Connor contemplated manufacturing required quick marketing. The high grade ingredients he figured on using exclusively would not stand up to the wear and tear of wholesale trade. The O'Connor candies were to be genuine "old-time home-made," and to justify that proud title they must be eaten when fresh. The problem was to get them while still fresh to the public, and the only method was to operate a chain of shops selling Laura Secords exclusively. It is little over seven years ago that Mr. O'Connor tried out his idea in a modest way with the first Laura Secord candy shop at 354 Yonge Street, Toronto. That first experiment, with its coat of spotless white and its even more spotless interior has since been duplicated to the number of fifty with the probability that an average of one additional shop will be added to the chain every fortnight during 1922.

J. D. Hayes, general manager of the Laura Secord Studios, Toronto, and the Fanny Farmer Studios, Rochester, N. Y.,—the subsidiary company in the United States—gave an interesting interview to Marketing, in the course of which he outlined the selling methods of the company. When reminded that the chain store had been put under a cloud recently by the action of a large Canadian concern that had disposed of its chain, Mr. Hayes remarked;

"In our case the only possible method of marketing is through the chain store operated by ourselves. In some lines I believe it would pay better to deal with the jobber and wholesaler. With us this plan is impossible, first, because it is imperative that Laura Secord candies get to the consumer without delay. One of their charms is their freshness, and in our case handling by wholesale would impair this quality. We add nothing that would preserve them during a process of slower selling, and creamery butter—to mention one of their ingredients—will not keep indefinitely. For these reasons, the chain shop, operated by

ourselves, is the only way to market Laura Secord candies, and if proof of that statement is needed it is found in the fact that we have built up in less than eight years of great business depression the largest retail candy business in the world."

"Do you find that your selling costs are increasing?" Mr. Hayes was asked.

"Selling costs are slightly higher than they were two years ago because our salesladies have been granted an increase in wages, and this increase will not be reduced," was the answer. "On the whole, we find sales costs constantly becoming less owing to steadily increasing business. The cost of selling is naturally reduced when marketing is done through chain shops because they eliminate an expensive staff of salesmen with their commissions or salaries and heavy travelling expenses."

Dear Friends:
Outside, the hush of the snow-clad evening is broken only by the distant chiming of merry sleigh-bells and the happy shout of one truant kiddie whose new sled is even more attractive than the Christmas turkey put back in the oven to keep warm for him.
But there is nothing of hush indoors. Crackling logs are blazing merrily in the big grate. The tinkle of china and silver speaks of coffee just served. And amidst the happy laughter and swift-flung jest there is a constant demand for someone to PLEASE pass those delicious, old-time candies.
Can you imagine YOUR Christmas party without delightful Laura Secord Old-Time Home-Made Candies?
Your favourite candies will be in greater demand this Christmas than ever before. The Laura Secord Studios are making tremendous preparations to insure every one of Laura Secord's friends being supplied with old-time confections. But you are urged to place your order at once, whether for a special assortment or regular boxes. Then you will have provided against disappointment.
All Sixty Cents the Pound
Laura Secord CANDY SHOPS

One of the large newspaper advertisements which appeared last December. Large advertisements also ran in illustrated sections of week-end papers. Laura Secord advertising is increasing in proportion to the number of new shops opened.

No Quotas

"We set no quota for any of our shops", explained Mr. Hayes, in reply to another question. "We have experimented in locations in a number of instances, placing Laura Secord candy shops in city business sections in order to get the business of the business man and his office staff. These shops have been amongst our most successful ventures. This is explained, in some measure, by their unexpectedness in such a neighborhood. Their clean, bright apperance in a quarter where few if any stores are to be found makes them inescapable."

"We are never long in doubt whether or not a new store is going to pay," declared Mr. Hayes. "We can tell inside of a week. The demand for Laura Secord candies is firmly established and there is no 'rush' for the first few days followed by a lack of custom. We can be perfectly sure that the business of the opening week will be maintained and steadily increased right along."

The company attaches a great deal of importance to the "Daily Comment Sheet" from the chief saleslady in each of its shops. On this sheet are recorded the more interesting comments made by customers during the day. Mr. Hayes handed a few sheets to the interviewer. The quotations were without exception favorable, although the original intention was to bring to the notice of the management any complaints or constructive suggestions that might be made.

Customers' Comments Valuable

"These comments", said Mr. Hayes, "are of great value. They enable us to decide on new lines. They guide us to a large extent in deciding where to locate new shops, for, as you can see, many of the speakers come from all parts of the country, and the burden of their queries is: "Why can't we get Laura Secord candies at home?"

"Our out-of-town customers, both in Canada and the United States, are growing in number to such an extent that our mail order trade is developing very large dimensions. This has come about entirely without advertising, and is due simply to the good word of our friends. As a matter of fact, we do very little advertising, and that only of a local nature acording to where our shops are located. We advertise for the Christmas trade during the end of November and throughout December, and our appropriation increases yearly in proportion to the number of new shops opened."

A large measure of the success that has attended Laura Secord candies is attributed to the careful training and selling that is given to the salesladies. No girl is permitted to work in a Laura Secord shop and "pick up" the business. The engagement of salesladies is in the hands of an expert. Mrs McGowan who was the first Laura Secord saleslady. Mrs. McGowan attends at the studios daily to interview girls who wish to serve in the Laura Secord shops. The appearance of the applicant is an important factor in arriving at a decision, and if the preliminary examination is satisfactory, the girl is asked to give the name of her last employer, or other reference. No notice whatever is taken of any letter of recommendation which an applicant may bring with her. The following application form is used.

APPLICATION FORM

Laura Secord Candy Shops

Date.....

I hereby make application to the Laura Secord Candy Shops for the position of Saleslady, and if employed it is understood that I may resign or my services be dispensed with any time during the first six months without any time notice from either the Company or myself.

Last position was with.....
Manager.....
Employed as .....
I commenced .....Left.....
Reason for leaving .....
Second last position was with.....
Manager .....
I Commenced .....Left.....
Reason for leaving .....
I have had....years experience in the candy business as .....
Age..... Married or Single.....
Salary expected .....
Am prepared to commence.....
Living with parents, relatives or friends..
In an Apartment or private dwelling.....
Recommended by .....
..... Name .....
..... Address .....
..... Phone .....
Remarks:

Everything proving satisfactory, the girl is placed at "school" in the studios for two weeks. During this time she is expected to become familiar with the entire line of Laura Secord candies, and to know the name and ingredients of each member of the numerous family.

Daily Class In Selling

There is a daily class presided over by P. M. Milne, an expert in retail selling, and Mrs. McGowan. Under one or other of the experts, two chief salesladies from Laura Secord shops give a demonstration in salesmanship. These two instructors are changed weekly. It is valuable training for them as well as for their pupils, as it compels an intensive study of their business problems. The lesson consists in dealing with all sorts and conditions of customers. The crank, the grouch, the eccentric, the fine lady, the rough and ready charwoman, the ubiquitous male flirt, the reasonable, the unreasonable—all varieties are dealt with, and the embryo salesladies are shown how to deal with each and make a sale.

Each pupil is provided with a small booklet which gives a description of each Laura Secord candy and of all the materials that go into them. This, together with close observation of each process of manufacture, gives a thorough working knowledge of the goods to be sold. Having gone through the studios and learned how the candies are made and what they are made of, the student is able to answer intelligently any question that may be put to her. This intensive training in salesmanship is so scientifically thorough that it is possible to foretell almost beyond possibility of mistake whether or not a girl will make good as a saleslady.

Asked to enumerate in their order of importance the chief features explaining the success of Laura Secord candies, Mr. Hayes unhesitatingly put quality first. Next in order of merit he named style and cleanliness of shops, name, service, and the studio home of the famous candies.

Why a "Studio"

The interviewer expressed some curiosity as to why the plant had been christened a 'studio'

"Because Laura Secord candies are a work of art, we have named and registered the places wherein they are accomplished, 'studios'," said Mr. Hayes. "We have the exclusive right to term our plant a 'studio'.

"We consider Laura Secord one of the finest examples of Canadian womanhood," he continued, "hence our choice of this imperishable name for our candies, the goodness and wholesomeness of which make them worthy to bear this famous name."

"Yes," admitted Mr. Hayes, "our original price was fifty cents a pound. During the war we had to increase to eighty cents. Last May we got them down to sixty cents, and our sales benefited accordingly."

"Our imitators are legion. Some of them have paid us the compliment of copying our literature word for word, merely substituting the name of another heroine in place of Laura Secord. What interests us more, however, are the requests we constantly receive to open new shops. There isn't a city in Canada from which we have not heard repeatedly. We have been urged to appoint agents in England, France and the United States. In the last named country, our Fanny Farmer Studios at Rochester are repeating the success we have had in the homeland."

* * *

MUST KNOW CONSUMER 'ERE SELLING HIM

Human needs are many and varied. In addition to things necessary for the bare sustaining of life, there are many "submerged needs" which it is the function of salesmanship to discover and nurse into an active demand. This can only be done by intensively cultivating the acquaintance of the consumer

By George French

IT is to be considered that marketing is essentially the business of supplying people with goods which they need to sustain and make life endurable and pleasurable.

It is argued by many writers that the needs of people are to be assumed as including only those commodities and services that are necessary for the bare sustaining of life. This is a fundamental mistake, and upon the proper realization of what constitutes human needs rests the whole theory of marketing.

There has as yet been discovered no method for fixing the line of demarcation between essential and non-essential needs, if such a thing as a non-essential need can be imagined; though it is quite manifest that what is my need may not be essential in the smallest degree to my nearest neighbor—to my wife or my children. On the other hand, my nearest neighbor, my wife and my children, may have—do have—many necessities which are to me positive and absolute non-essentials.

What is a Necessity?

Even in the classes of things which all must of necessity have, such as foods, clothing and shelter, there is great variation as to personal needs. I may need much meat, while another eats no meat at all. Living in a region where the winters are rigorous, I need a certain type of house, while my friend living in the South needs another type, which would entail much hardship and suffering upon me if I were obliged to live in it, in the region where I do live.

"What is one man's food is another's poison." Nothing truer than this has ever been said. Necessity is not a universally uniform element in life. That is a necessity which each person's experience and inclinations establish for each. We often hear certain lines of goods that are advertised extensively denounced as unnecessary, and as harmful, and as tending to cultivate evil habits and extravagance, etc. The charges may be true, for many people; and those are the people who should not buy the goods condemned.

Yet to other people these same goods may be necessary, in the truest

sense. The necessary must always be fixed on the basis of individuality. Note the definition of the word found in Webster: "Impossible to be otherwise, or to be dispensed with, *without preventing the attainment of a desired result.*" There you are! If the stenographer, the shop girl or the "flapper," desires a countenance like that of a china doll, it is surely necessary for her to use paints, powders, cosmetics of various kinds, to attain that result; and therefore to her those materials become necessities.

I do not wish to strain this point, to get into the realm of the absurd apologist; but I do wish to point out that inasmuch as the modern processes of marketing are all the time seeking to place new products with consumers, there must be some theory as to necessity acknowledged, or there will be built up a false standard which will imply vast immorality in the field of selling.

Suggesting a Need

The best thinkers in this field insist that the distribution of goods, through the offices of marketing, depends upon finding out what the people want. Now the people are conscious of certain wants, needs, and totally unconscious of certain other wants, the realization of which does not come to them until somebody suggests them. A neighbor informs a neighbor of a new washing machine, and thus arouses a want, reveals a necessity, in the other mind which has almost all possible arguments to justify it. It would be of little avail for a maker of an electric washing machine to go over his field of selling opportunity asking women if they wanted a washing machine. Yet in that field there exists a great necessity for a washing machine. It would be possible to ameliorate the rigors of life for the women by a considerable percentage.

On the other hand, the maker of a new kind of chewing gum may arouse a considerable want-demand for his product, if he goes about it in the right way, though the want may be based upon false premises. Yet there is the want, and the maker feels justified in supplying the goods to satisfy the want. The people, to some appreciable extent, want his gum. We may argue against the habit of chewing gum until kingdom come. We will convince no one who has formed the habit, nor will we be able to convict the makers of gum of immorality or uneconomic practices in distributing it.

The Limits of Necessity

Right here lies the most important economic and moral (or it may be better to call it ethical) problem the marketers have to consider. How far is it proper to go in the processes of incitement in the minds of people to create the condition of want, or necessity, as a basis and justification for intensive methods of selling and advertising? This is the crux of all questions involving the marketing of goods which are not generally considered to fall within the limits of necessity. Here are centered about all of the rights of consumers which are deemed to be constantly infringed by distributors of certain lines of goods.

It is a question which is extremely difficult of discussion, and seemingly almost impossible of absolute solution. I have indicated that it is impossible for one person to determine what is necessary for another person. To place almost any advertised article in the class of unnecessary products would tax the wisdom of the wisest.

Leaving this economic and ethical phase of the matter to the publicists and the persons directly responsible for the manufacture and distribution of debatable goods, we may now turn to the more obvious problem of actually distributing goods to consumers, from the point of view of the consumers themselves, assuming that those goods are among the necessities, and are actually wanted.

Unstimulated Demand Small

In the first place we have to recognize the fact that but a very small proportion of the goods constantly being pressed upon people have an established demand from consumers. They are thrown out upon the market with the hope that enough people will buy them to justify the establishment of the factory and the other necessary investment.

Even those goods which manifestly are of great economic value to consumers are for the most part left alone to make their way. Either they are devised and manufactured without first having studied the needs of consumers or the methods adopted to utilize any knowledge that may have been gathered are wrong or inadequate. Few manufacturers recognize the truth that their success or failure is dormant in the minds of the people who may become their customers from before a spadeful of earth is turned toward the foundation for their factory.

Take the washing machine, for instance, since we already have mentioned it. The many makers have recognized the manifest fact that there is a great unrealized need for them in a great majority of homes. This need is, in the minds of the women involved, vague, undefined, unrecognized. They, the women who manage households, do not know whether they need a washing machine or not. They know the drudgery of "wash day," and dread it; as they know the drudgery of baking day, ironing day, and all of the other days in the week. What they do not know is how they are going to escape this constant round of household drudgery.

What's in a Woman's Mind

It is for the makers of washing machines to show how women may escape at least one drudgery day in each week, but before they can do so it is necessary for them to understand exactly how the matter at present lies in the women's minds, and it is necessary to discover what kind of a washing machine the average housewife will prove to be able to operate and care for.

This is not a question for the laboratory of the mechanical engineer. It is easy to make a washing machine that will function beautifully in the laboratory, or under the care of an intelligent mechanic. But women are not intelligent mechanics, nor mechanics of any grade of intelligence. To most of them any machine is a mystery, and remains a mystery even after much explaining. All they can be taught about a sewing machine, for example, is to change its needles and affix the various accessories enabling them to do the different kinds of sewing.

Many women are driving motor cars, but most of them know nothing about the car save to start, stop and steer it. They know that it has to be fed with gasoline now and then, but this knowledge is limited by the figures on the indicator and the price they have to pay the garage man.

There has been much written about educating the consumer to do this

and that, to assume this or that attitude toward buying, etc. The real need in the field of marketing is to educate the sellers. In a recent illuminating article in *System* Mr. Edward N. Hurley has this pregnant sentence:

"The easiest article to sell is one that the customer wants, but what the customer wants and wants to pay are apparently subjects on which the sales representatives of modern business are not inquisitive." And a little further on he adds: "To take advantage of the sales opportunities which open up as business improves, you must know in more than a general way what customers want to buy, and how your produce measures up to their set standard." One more of the pithy remarks of this accomplished business man may profitably be indulged:

Catering to Mind and Purse

"The most successful men are those who really know their customers—the state of their minds and the state of their pocketbooks—and then cater to their minds and their pocketbooks. We have heard about the human element inside of a business and the necessity of human relations with employees, but how about human relations with the people who buy, the people who pay the freight, the people on whose pleasure our commercial existence depends?"

Excellent, admirable, and true! But Mr. Hurley does not go quite the limit of his principles. It is easy to infer from his article that his idea of selling is to confine it to such goods as people already have recognized as necessary for their well being. People want that which they are taught to want, in a large way of looking at this matter. Otherwise they would still be using the plows of the time of the Pilgrims, and would not be able to take in the idea of the motor car and truck and tractor.

The study of the people in the field selected by a producer within which he knows he must find his customers must in the first place be thorough, but mainly to discover to what extent a forward-looking need may be developed. The people in any section, or any class of people, know what they have to buy to sustain life, and they know where and under what conditions those things can be bought. They do not need to have new factories established, for instance, to produce flour or cattle feed. Marketing may indeed be applied to the distribution of flour, but that field has been cultivated and retilled and worked so long that there is not great initial opportunity in it.

Submerged Needs

There is opportunity in it for many modern products, and there is the great opportunity that exists everywhere of making people aware of those submerged needs the satisfying of which may add to not only the joy of living but to the length and sanity of life. To develop this opportunity for business requires much intensive work. These new things cannot be sold simply through setting them up for people to look at and showing them how the wheels are made to go 'round. More, very much more, is needed on the part of the marketer.

The simile of the land is graphic and convenient. There are different methods for utilizing land. There is the wheat farmer who still adheres to the older methods, and sows his seed on land that has not been fertilized or especially cultivated. He gets a minimum crop, and every year the minimum is lowered. There is the farmer who cultivates and fertilizes moderately, and continues year after year to follow the methods his father used and taught him. He finds that he is falling behind a little each year and resents the forces that are pushing him toward the rear.

Then there is the farmer who carefully studies his land and his market. He puts in those crops that he knows will thrive in the soil he has to work in, if it is properly fertilized and worked, and that he knows he can sell readily and at good prices. He thrives, because he uses his brain as well as his muscles.

It is that way with marketing, and with all kinds of business. The seller who sells is the man who first takes adequate means to know the people to whom he has got to sell, and knows them otherwise than as possible buyers. He has got to know exactly what the effect upon their lives will be if they can be persuaded to absorb his goods. His idea of a sale has got to be that his interest follows his product not only into the lives of those people who may buy it, but through their lives as far as the product ultimately goes. He has got to vision his product ten years after it is sold, or twenty years, or the span of a generation—to the ultimate limit of its life and *the gross sum of its influence.*

Human Relations

It is not a difficult mental feat for a distributor to conceive the right relations with consumers, and to resolve to treat them with conspicuous and continuous fairness. That as an attitude of mind is quite admirable, but only ordinary in any of its aspects. Fairness toward the buyer is more to the benefit of the seller than to the buyer. It is an ordinary, garden variety of commercial astuteness. From our point of view, we are not at present very much concerned with ethics, except as an element of strength for the seller. Ethics as ethics is a very fruitful theme, but one thing at a time. We are considering human relations in trade as an element of power for the seller.

That which we are especially concerned with for the moment is the true psychology of selling goods in a large and expansive field, through the personal contact between the seller and the buyer insofar as buying motives are involved—not, we may venture to say, ethics for the sake of ethics but ethics for the sake of sales. And not too much ethics at that. Pure ethics is not a subject of much interest to buyers. They argue for the fair deal, truth in advertising, and all that, to protect themselves in bargaining with sellers. Rarely will you find a buyer who will insist upon dealing with the seller upon an idealized basis of pure honesty.

There is a great deal to be said about methods of getting in close touch with prospective buyers, though those methods have always to be devised or selected with the general nature of the goods and the field sharply in mind. The next article will attempt to visualize the matter by taking a hypothetical case in point and analyzing the process of getting a line of goods upon the market; not, let me promise, as a model but to visualize in action the principles I have tried to outline in this article.

SELECTING THE RIGHT OFFICE WORKERS

Difficult to select or train most efficient workers unless standards of work are established. Ability tests that hold good nine times out of ten. Qualifications to look for in office workers

SECOND ARTICLE on Money-Saving Office Methods.

"WE never employ temporary help," said the president of a company having one of the largest offices in this country. "Every clerk we hire is hired with a view to permanency. It is extremely important for us to take great care in the employment of each clerk. Snap judgment will not do."

"It takes three months and costs $100 to train a clerk," said another office manager. "We are therefore very careful in picking the material we must train."

These remarks emphasize the importance of the employment problem. If a job "well begun is half done", then an employee well hired is seldom "fired". There are countless offices which give little or no training to new employees who do not know how much an employee should do. The new clerks are left pretty much to themselves and are discharged if they do not prove competent after a couple of months. Such lax employment methods are expensive, and while the payroll in the large office may be larger, the loss from hiring inefficient help may well be felt most keenly in the office where only two or three clerks are employed.

What does an office boy know? What work can he be trained to do in the organization? What responsibilities can successfully be placed in the shoulders of stenographers, filing clerks, and office employees of like status? These are questions that are important to every employer of office help.

What He Wanted to Know

The manager of an eastern mail-order house of medium size wanted to raise the standard of the work done in his office. He felt that if he had a definite basis to work on, it would be simple enough to map out ways and means for improvement. So he studied these questions and, as a result, planned a series of written examinations—arranged in four general grades, with variations to fit the requirements of different departments.

First of all, he wanted to know the average degree of intelligence of boys coming directly from school. His point of view was that an office boy, to be worth anything, ought to be capable of promotion. He believed that an ofice boy would probably be of little use unless he had at least a full grammar school education, and possessed a mind that was both active and persistent.

So he used a little attention test—very simple—to see whether a boy's eye is quick enough to catch, in two minutes, every 2 and 3 in a column of 150 figures. A memory test shows whether the boy can apply himself for five minutes to fixing in mind the things he is told to do—in this case studying a page of house rules.

Finally, he tests the boy's fundamental education in spelling, arithmetic, and punctuation—indispensable factors if later he is promoted to a more responsible position.

When testing the filing clerks, the manager gives them 15 letters and 50 orders. He tells them to pick from the bunch of orders those which are called for in the letters—and they are expected to do it, without an error, in a fair average length of time.

He requires a stenographer, among other things, to copy a letter accurately. The letter chosen for the test is full of blanks and indentions.

The manager also gives practical tests in grammar. He does not try to find out whether the stenographer can definie this or analyze that, but he does want to see if she knows when to write "principal" and when to write "principle," whether she says: "It don't look right to me," or "It doesn't look right to me," and so on. He tests her spelling too, to see whether she will spell "separate" with an "e" or "sensible" with an "a." Finally, he wants to know what speed she can make.

When the manager found that most all the applicants were deficient on this point or that, he established a school of his own to supplement the work of the public schools. By means of specific training he cured the defects, and also gave special training for handling certain phases of his own work.

In two years he has materially raised the entire standard of his office work. He has high school graduates where before he had grammar school groduates, and he has "first-raters" where before he had "average mediums." He is convinced it pays, and he is developing these tests and the supplementary training on a larger scale than ever before. One direct result has been a decrease in the rate of his labor turnover.

It is a simple matter to test the speed and accuracy of an applicant for a position as stenographer by dictating a letter to her and asking her to get it out on a standard time basis. Many employment managers have been doing this for years.

But often the business man does not have a standard letter at hand. He does not know how fast the stenographer ought to transcribe it, and so he falls back on guessing at her worth and finding out by experience; that is, he pays two or three weeks' salary to see how she does. Then after she gets accustomed to his ways he hates to change, and is by no means sure he will get a better one if he does change.

Standards Lacking

Some office forces have a high average of ability, and some have a low average. The trouble is, chiefly, that employers have no standards which enable them definitely to know how their forces compare with others. The first important step in establishing standards is to have a reliable and really scientific means of measuring and judging ability in

office work. School examinations, ordinarily, have certain defects which unfit them for use in business offices. As a rule, the questions are academic, and of little business value.

The business man does not care about the explanation usually, so long as the applicant can do the work. For example, in the average business office a stenographer ought to be able to decide whether to write "He didn't do it yet." If the right form is chosen the grammatical explanation usually makes no difference.

But even after you have secured real tests of ability, scientifically accurate, and graded on a mechanical plan that always gives the same rankings, no matter how many different persons grade the papers, the business man cannot tell what the grading indicates unless he compares it with something he already knows —as, for example, the averages made by representative groups of employees in high-class business houses scattered over the country, in taking precisely similar examinations.

Need for Tests Demonstrated

Some data of this sort is becoming available from experiments made by a number of concerns. One of the first trials given in one office was a test on spelling. A young woman who was studying nights to become a dictaphone operator, made an average of 59%. It was instantly apparent that she could never succeed in writing letters from the dictaphone unless she first learned to spell. Both she and the company were wasting time on the wrong thing.

In another case the clerks in a bookkeeping department were shown to be distinctly below grade, on the average. The trouble here was due perhaps to a standard of employment which was too low.

Another curious fact was that only college graduates were able to make a grade on grammar approaching 100%. In the test there were no rules, definitions, or analyses. There were only common examples of the wrong form and the right form, the employees to choose the right.

Ability to punctuate ran even with knowledge of grammar, except in one firm where the stenographers were of an especially high grade, and had learned to punctuate accurately.

The object of these tests was to find out which tests were practical, how long they needed to be, and what different kinds were required. As a result, twenty short, simple tests were devised and approved by the employment managers of a group of business houses. These tests were adapted, in about an hour's time, to the following ordinary classes of office employees:

Office boys and girls—fundamental education in adding, spelling and writing a letter of application according to very definite instructions; a test on mental alertness; and a memory test to indicate power to concentrate on hard work.

General clerks, sixteen years of age and older—memory; clerical accuracy (filling out business blanks according to instructions, such as a retail store check); speed and accuracy in handling fractions by short-cut methods and percentages; copying addresses and arranging them alphabetically; and writing a letter of application according to exact instructions.

Stenographers of the lowest grade —memory; advanced spelling; elementary punctuation; copying a typewritten blank for mimeographing; taking a dictated letter and transcribing.

Stenographers of secretarial class or beginning correspondents—memory; full test on grammar and punctuation; advanced spelling; taking dictated letter and transcribing; and, finally, composing three original letters in reply to inquiries relating to four pages of a store catalog. These were printed and furnished in advance to the persons tested. The object was to see if they would notice that shoes could not be shipped unless the order gave the size

A Shorthand and Typewriting Test

Dictate the following letter in three minutes, as much as possible of it is to be transcribed within eight minutes. Accuracy in the work accomplished is to be counted more heavily than merely getting the entire letter done, hit or miss, within the time limit. Margins, indentations and the like are to be handled with care and judgment. The basis for the entire letter is 35 *words a minute.*

The 1917 calendar we got out a few months ago appealed very favorably, although it was a little late in the season for the proposition. Several of our customers informed us they had already purchased a calendar supply for 1917, but suggested that we take up the matter early for 1918. We have done so, and enclose two samples which have met with such favor that we have decided to submit the proposition to all our dealers. You may have either one, with your name and business card handled as you wish, at $5 per hundred, express prepaid. We pay the balance. Our name will not appear at all, so the calendar will be yours and you will get a nice piece of work at less than half what you would pay for similar calendars in lots of 1,000, if you placed an order direct. By placing a single large order and contributing a share of the cost, as well as paying for the necessary type changes and express charges, we are enabled to effect this saving for you. We think both samples are very good. The one showing the old windmill has a silk cord the same as the other one, but by some mistake it was omitted from the present lot. A calendar makes a very useful and acceptable remembrance to your trade and is especially appreciated by prospective customers who have no reason for expecting anything of the kind from you. If it is not your practice to distribute a good calendar, we recommend this form of advertising. We know you would make no mistake on either sample and our plan of cooperation cuts the cost to you in half. It is necessary to file additional orders early with the calendar people, in order to have the low price apply. So may we hear from you promptly, telling us which style you wish and the copy you would like printed on your supply?

FIGURE 2: Here is a test you can use when you next hire a stenographer. It is standard in one office and the applicants who can take this letter down in shorthand, and transcribe it in the specified time without errors and in a workmanlike manner are found to be up to the standard in experience and training.

wanted, that questions might be answered by looking at the pictures in the catalog, whether they would use tact and patience in dealing with customers on trifling matters, and whether they could compose and punctuate their letters in good style.

Beginning bookkeepers — speed and accuracy test on arithmetic; test on accuracy (filling out business papers they had not seen before); handling correctly such business papers as checks, notes, money order applications, blank deposit slips, and invoice forms; copying addresses and alphabetizing—but not answering any technical questions on bookkeeping theory.

Grading the Tests

It was necessary to have a method of grading the tests that would eliminate the variable personal element. The percentage method was abandoned. Speed was measured simply by counting the number of figures in the answers to standard problems in addition, or the like, obtained in four minutes.

You can see how that would work. One person would work enough problems to have ten figures in all, another fifty figures. Of course there were enough problems to keep the quickest busy for more than four minutes, and each problem was easy enough so that even a stupid applicant could get answers to several of them.

Then the number of wrong figures was counted to get a measure of accuracy. Any good clerk could manipulate this system of grading, and, with a key to go by, every person who graded strictly according to directions would get precisely the same results.

Where personal judgment did enter, as in appraising letter writing, a scale of 5 was adopted—this being about the only system on which different persons could be expected to agree: excellent, 5; good, 4; fair, 3; poor, 2; failure, 1.

In addition, the various factors to be considered were designated. The points overlooked, of any, were counted up. The penmanship was graded by judgment as excellent, good, or fair, as was also the choice of words and the style of expression used in the letter. Finally, every error of whatever kind was counted and recorded as a flat number. All the different elements were thus graded separately.

The next step was to find out what a grading meant in any given case. In other words, was it good or poor to get 80% in spelling, or 75% in grammar? Schools will often arbitrarily take a flat passing grade of 75% on all subjects, whereas it may be easy to get 90% in spelling and hard to get 80% in geometry.

A more scientific way was found. It consisted in giving the tests to several thousand grammar school graduates, then to many high school graduates, then to many typical groups of different classes of employees in business houses—using the average so obtained as a basis for comparison.

In order to get the averages on the various tests, they were given in various cities across the country, and between five and six thousand tests were made. All but 4,169 were thrown out as unrepresentative or incorrectly given. The rest were divided into groups as tests on grammar school graduates, on high school graduates, and on business office employees of some experience.

Thus were obtained three distinct representative standards, which would be useful according to circumstances. All of the tests were carefully graded by one person, who followed strictly the standard, uniform system of mechanical grading.

What Tests Showed

They seemed to show, for instance, that weak points in our schools are the grammar grades, from which thousands of boys and girls go yearly into business. Grammar school graduates apparently know practically nothing about grammar when tested by such questions as "Would you say, 'I have went,' or 'I have gone'?"—simple questions which anyone who knows anything about correct English ought to settle instantly.

The qualifications he looks for when hiring stenographers are described by the manager of a western firm which employs about a hundred stenographers. The method of selection without doubt can be applied equally effectively in a business employing but one.

"I have employed stenographers of ten years' experience," he declares, "and tried to mold them to my requirements. Most of them fail completely, usually because too many have set ways which it is hard to change. I, therefore, prefer to select green girls without experience and, if possible, to get them direct from a good business college.

"My head stenographer usually goes to the school and talks with the students. She dictates test letters and watches them being written, studying the operators carefully before making a choice. If the best results are to be obtained, consideration must be given to education, self-reliance, skill both in typewriting and notes, and personal appearance. The more fully the beginner meets these requirements, the stronger will be the foundation, the quicker the development, and the more efficient the finished stenographer.

"The greatest assets are education and self-reliance. If the candidate has a high school or part college course, the chance of development is greater; though any earnest, intelligent girl who can spell and punctuate and has some knowledge of composition can usually be trained to do satisfactory, dependable work. By self-reliance I mean knowledge of her own ability and skill, as well as of her limitations, and the courage which will enable her to make use of these qualities when they are needed.

"The salary we ordinarily pay a beginner varies from $12 to $18 a week, according to the locality, the school, and the ability of the student. I usually pay $13 to $19, in order to secure a choice from among the best at the school. When engaging a stenographer, I always arrange that if she proves unsatisfactory at any time within three months, I can release her on short notice, merely stating that her services are not desired. It is often embarrassing to explain the reasons for not keeping her, but if she understands that no explanation is to be given, an unpleasant situation can usually be avoided.

"On the other hand she is told that if she makes good, she will get certain increases in pay at regular intervals. Having a definite goal, she is more apt to put forth her best efforts.

"On the whole this system has proved most satisfactory—I have no doubt that similar requirements and policies can be worked out for many other classes of employees.

✦ ✦ ✦

The St. Thomas *Times-Journal* has appointed Stevens, Gibbs and Bauman Inc., of New York and Chicago, as their advertising representatives in the United States.

WHAT WE ARE DOING TO INCREASE SALES

Ice cream manufacturers undertake to increase consumption during winter months and win remarkable success by introducing a new and happy "idea." "People have gone wild over it— I know of nothing that has made such an appeal" says one manufacturer

By J. L. Love

EVERY now and then a happy idea breaks on a waiting world to sweep everything before it like a prairie fire. For long ice cream manufacturers have puzzled over the problem of how to spread their sales over the entire year to include the winter as well as the summer months. The inventor of "Eskimo Pie" has provided the solution and presented the world with a product for which it was apparently waiting open mouthed, although unconsciously. At the present rate of selling, it will not be long before the only people on this continent who will not have tasted "Eskimo Pie" will be the natives of the Arctic regions who gave the inventor its happy name. The name was an inspiration in itself. Although neither pie nor Eskimo, the new confection has been designated with a title that has caught the public fancy for keeps. The phrase has leaped into the popular vocabulary overnight without the aid of any elaborate or prolonged advertising campaign.

The story of "Eskimo Pie" is one of the epics of salesmanship. It came, saw and conquered, and in its meteoric flight it is shattering many canons of marketing according to the orthodox schools and scribes. It is not analyzing the market, or approaching cautiously by zones, or preparing an indifferent world by any extraordinary pilot advertising, or doing any of the so-called essentials of merchandising etiquette. Certainly advertising has been used, but by no means in volume to explain the almost weird success that has attended the introduction of "Eskimo Pie." It is simply advancing by leaps and bounds, penetrating as fast as ice cream manufacturers can get through the preliminaries of signing up the forms appointing them licensees to produce the new confection under patents granted and pending.

Full use of the existing nation-wide organization of the ice cream industry is being made by the inventors of "Eskimo Pie," the Russell Stover Co., Chicago, to market their novelty. Rather than build a gigantic plant to supply the demand, the Russell Stover Co. are appointing licensees on a royalty basis. This demand is so great and so wide that it is a moral certainty that the biggest single organization could not begin to cope with it. Not even the appointment of "sole agents" would solve the problem, and for that reason no one manufacturer has been granted the exclusive privilege of making "Eskimo Pie" in his own territory, and no discrimination is being shown against any reputable firm.

Not Exclusive

In Toronto, for example, three well-known concerns—Neilson's, the City Dairy and the Farmers' Dairy—have been appointed licensees by the Chicago inventors. There is no division of territory amongst these licensees, each firm pushing the new sweet through its usual channels and chain of dealers.

Eskimo Pie "caught on" with the very first announcement. Evidently public curiosity was greatly excited. Thus does an "idea" ease sales effort or multiply results. This is one of a series of advertisements run by the inventor for the licensees.

It was during a recent visit to Chicago that Mr. Morden Neilson of Wm. Neilson Ltd., Toronto, ran across "Eskimo Pie." His firm was keenly interested in a policy to increase the sale of ice cream during the winter months. Their extensive advertising of "Saladice," an ice cream brick containing various fruits and designed primarily to appeal to the Christmas party trade, was a development of this policy. There are, however, innumerable large consumers of ice cream in the summer time who cannot appreciate that delicacy as a seasonable refreshment once the furnace has been lit. To convert these obdurate individuals has long been a problem with Mr. Neilson and his confreres. Seeing in "Eskimo Pie" a leveller-up of sales, he promptly got in touch with the inventors. On his return to Toronto, he called a conference of the city's leading ice cream manufacturers and the three concerns already mentioned promptly secured licensees' privileges .

Licensees Enthusiastic

When interviewed by Marketing, all of these licensees expressed themselves with enthusiasm on the new product. They agreed unanimously that "Eskimo Pie" has come to stay. As a unique combination of two of this continent's biggest sellers—chocolate and ice cream—the new sweet is something that appeals to an already well-established taste that is creating an ever increasing demand on its own. In "Eskimo Pie" this demand is being greatly increased, and the Toronto licensees are at one in their contention that the furore created is no flash in the pan or a fad that will pass away. The problem to keep ice cream moving in the cold weather would seem to be solved once and for all.

"'Eskimo Pie' has numerous attractions," said R. P. Smith, advertising manager of the Wm. Neilson

Co., Ltd. "It offers a little taste of ice cream that can be kept in the pocket for half an hour without melting. The chocolate coating is a good insulator. It is a tasty combination. We are meeting a demand of several thousands a day and each day requires more. The entire public have gone after it, although it has been on the market only a few weeks. As a matter of fact, the Canadian patents were granted only on December 12th. I know of nothing that has made such an appeal. People have gone wild over it—particularly the patrons of school cafeterias. Together with the City Dairy and the Farmers' Dairy, we are the sole licensees for Toronto. We are making 'Eskimo Pie' and selling it under a process for which patents have been allowed. Other patents are pending. Every one of our dealers is handling it. One dealer ordered twenty dozen the first day. His order on the second day was for sixty-six dozen. That is typical."

"We are putting in new machinery as quickly as we can in order to cope with the extraordinary demand," said Mr. Morden Neilson, "and we are convinced that the demand will prove to be permanent. We expect to sell even more during the summer months than we are selling now, not only because we shall be in a position to turn out a greater quantity, but because the demand will be greater."

Power of Press Demonstrated

"It is certainly a bright idea," said Mr. Northgrave, of the City Dairy, "and we can't make fast enough. The inventor has made a great contribution to the trade. There is no doubt in my opinion that 'Eskimo Pie' is a winner that will sell the year around, and that will, in particular, boost sales in the cold weather. The idea is simple but clever and deserves success. It has gone a long way towards curing the winter slump already. With national advertising the initial success will undoubtedly be surpassed. So far, the Toronto licensees have spent a moderate amount on advertising in the newspapers, and the remarkable success which has attended this limited publicity has demonstrated the power of the press in putting over a good proposition without delay.

"Everybody has gone crazy over 'Eskimo Pie'," was the remark by an official of the Farmers' Dairy, "but I think there is no doubt that the demand will continue and increase. It has proved a great booster for our winter sales of ice cream.

Although Toronto was the first Canadian center to get into line on the "Eskimo Pie" proposition, Winnipeg manufacturers have since signed up and Montreal firms are now negotiating. It is more than likely that before this sees print, the newcomer will have as wide distribution in Canada as it already has, comparatively, in the United States.

The possibilities of novelty in ice cream are not exhausted by "Eskimo Pie." A somewhat similar idea has been exploited successfully by a small creamery in the United States which has been selling snowballs, rounded balls of tutti-frutti ice cream rolled in cocoanut. Many other novelties for the Christmas trade were introduced by this firm. These included "Holly Bricks" of pistachio ice cream with red maraschino cherries all through it; "Christmas Bricks" of red, green and white ice cream and cherry ice; "Bell Center Bricks" which contained a red Christmas bell all through the heart of a brick of ice cream so that there was a bell in every slice. It is reported that the introduction of these and other novelties averted the feared fall shrinkage and resulted in a healthy increase in sales.

* * *

WHAT A BANKER THINKS OF ADVERTISING

Bankers only beginning to appreciate the importance of advertising in producing profits. Falling sales following cutting of advertising has convinced bankers that public interest is not necessarily a permanent possession. Sales won only by skilful competition, mobilizing every device to win the notice and stimulate the action of the public. Others than bankers, however, lack confidence in advertising.

By Guy Emerson

Vice President, National Bank of Commerce, New York

MUCH has been said, of late, and many printed pages have been consumed in asking and answering the question, "What does the banker think of advertising?" The following answer is suggested, because it appears that the position and viewpoint of the banker on this matter have never been analyzed with exactness.

Undoubtedly as the importance of the great business of advertising becomes more accurately defined, bankers will understand it, in its broad outlines, as they are obliged by the nature of their work to understand the fundamentals of all vital branches of business. The magnitude of the business of advertising and the importance it plays in producing profits entitle it to serious consideration. But the banker's function in determining either the Whether or the How-Much of a customer's advertising appropriation rarely is, and rarely will be, a dominating one. As will appear in what follows, it will be increasingly necessary for bankers to understand, in general terms, the size and importance of the advertising business. In many instances, too, bankers will need to know something of advertising in detail, as applied to the needs of specific lines of business. But the position taken in this article is that, broadly speaking, it is not, and never will be, the banker's job to pass upon the advertising policy of the companies to which his bank is lending money. If this is taken as a starting point, the importance of the banker's relationship to the business of advertising may be further developed without incurring the danger either of the over-emphasis or the under-emphasis which characterizes much of the current discussion of the question.

It may be admitted at once that few people know much about the

Canada's Richest Market

Of all the market-places throughout Canada, which is the richest? Which contains the largest number of potential buyers for Canadian products of all kinds?

Undoubtedly the ONTARIO market.

The purchasing force of Ontario's two and three-quarter millions of industrious and prosperous people is so tremendous that many manufacturers concentrate on this market. A number of Canada's important industries owe their entire success to the profitable business secured in Ontario. Why?

Because the people of Ontario are prosperous and well informed, and make their purchases with intelligence. General advertisers know that Ontario people, more than those of any other Province, are responsive to daily newspaper advertising.

No manufacturer can afford to neglect the opportunities in the Toronto-Ontario market.

The Globe is recognized as the Dominant Medium for SELLING GOODS in the Toronto-Ontario market. It carries most General Advertising because it serves general advertisers best.

The influence of The Globe, and the size of its circulation, have broadened step by step with Ontario's growth. For three generations The Globe has served faithfully a large section of the people of its Province. Today its circulation is in excess of 100,000—the largest circulation ever GAINED by a morning newspaper in Canada.

Member Audit Bureau of Circulations

The Globe
TORONTO

Dominant Medium in Canada's Greatest Market-Place

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

business of advertising. We all read advertisements; but except for an occasional "want ad." or lost-and-found notice the actual creation of advertising copy or the thought of purchasing advertising space never enters our consciousness. There is a phrase current in the land, "It pays to advertise." This is about as deep as advertising philosophy goes with the average man or woman; and even this phrase is believed rather than applied by the conservative majority of our population. If a doctor advertises he loses caste. A lawyer or a minister cannot advertise except indirectly, through writing and speaking on matters of public concern. Only within comparatively recent times have the advertising appropriations of industrial enterprises become of large permanent business importance. Only more recently still has the banker considered advertising of value for his own banking institution.

Most Advertising Sound

Great progress toward the winning of public confidence has been made. By far the greater part of advertising in the larger city newspapers and in the better national magazines is honest and sound in its tendency, and most of it is effective. There are at present many important agencies, each of which plays a vital part in the creation and placing of advertising costing clients from a million to fifteen millions of dollars annually.

Obviously the banker is concerned with any economic fact of this magnitude. Just how far is he concerned? To give an approximate answer to this question it is well to observe that advertising involves, for its full understanding, a more than ordinary perception of popular reactions—of the production through the use of printed words of definitely intended results on widely different groups of people. A few bankers, through temperament or special opportunity for observation, will be interested in this phase of the business of companies which are their customers or of which they are directors. But to most bankers the advertising appropriation will be a matter of results measured in dollars and cents. And in general it may be said that this latter class of bankers will probably always be in the majority.

The banker undertakes to understand in a thorough way the general principles of a great variety of businesses; but he would need to be a superman indeed if he were to undertake to know as much of operating details, or of manufacturing methods, or of the public demand for thousands of articles and commodities, as the men who are running these businesses. Decisions as to the kind or volume of advertising required to market a given product must be based upon a most thorough understanding of the article which is being advertised, and a study of its relation, at all seasons and under all conditions, to that fickle entity known as the buying public. This is a job for specialists. The best of the modern advertising agencies have developed specialists to meet this need in cooperation with the officials of the various companies which are buying the advertising space.

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As to just how far beyond this point it is proper to expect the banker of the future to go, opinions will differ. The occasion may arise when a banker will advise his customer to increase his advertising appropriation. But in the very nature of the banker's relationship to his customer such an occasion will be rare. In the extreme case, where the advertiser is increasing or reducing his outlay radically, a banker may sound a warning and bring about a reconsideration. But in the common case, where the advertiser is making no sharp change one way or the other, the banker will hardly care to advise his customer, whose business is on a sound and profitable basis, as to the amount of the details of his copy or as to the publications in which he places it. There may have been cases where bankers called for a reduction of advertising outlay, or made casual comments adverse to advertising. But it should be stated that such cases are rare, for the simple reason that the banker usually regards matters connected with advertising as operating matters, to be left, as sales policies are left, to the company management. The report that bankers have, to any important extent, been hostile to or unsympathetic with advertising is a false alarm.

Now, to refer to the exceptional case, where it does become the banker's duty or interest to investigate in detail a question of advertising, let us suppose that a largely increased appropriation is called for, or that a company is in financial difficulties, so that its affairs are under banking supervision. Under such circumstances with what attitude will the average banker be likely to approach the advertising problem?

Banker Must Be Sure

It cannot be pointed out too often to business men, especially those unaccustomed to borrow money of banks, that the commercial banker is the custodian of funds repayable to depositors on demand; and that, in consequence, money loaned by banks to industry must be loaned on short term, on the security of paper covering self-liquidating transactions. The banker gets a small, fixed fee for his loan. He does not participate in the profits of the business in which the money is used. Therefore, he cannot afford to take a substantial risk of loss. He cannot say, "This is a likely business—we will take a flier for a million." He must say, "Is this loan *sure* to be repaid?" The long chances in the world of business must be taken by private investors with their own funds. If the banker is not almost always right he will not be a successful banker; for the loss of the principal of a few loans will more than wipe out the small interest return earned on the loans which are repaid. This is a detail of the banking business which advertising men should understand thoroughly because it gives the key to an attitude which is the rule with lending officers of banks. This attitude can

London People Are Buying Now!

"There may have been a buying-strike in other lines or in other cities, but we have seen so little evidence of it in our stores that the whole thing seems like a myth to us.

"The people of London have kept on buying the sort of things we sell right along without interruption. They are buying now. And when you consider that nowadays drug stores make most of their money out of small luxuries, the maintenance of our sales volume must mean that the folks in this district have money to spend—and are spending it!"

——B. D. TROUT
Vice President, Standard Drug Limited

Mr. Trout is general manager of Standard Drug Limited, operating four stores in London, one in St. Thomas and one in Woodstock. He is most enthusiastic as to the business outlook in Western Ontario.

With "spotty" conditions throughout the country this year advertisers will be well advised to "zone" their advertising in territories that are inherently prosperous. In the London and Western Ontario territory use—

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

H. B. Muir
Managing Director

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

hardly be called either unusually conservative or in any way unsympathetic. It simply evidences a high degree of care in ascertaining the facts and implications in each given case.

The conclusion from this is that when it does become necessary for the banker to pass upon an advertising appropriation, his attitude will be that of the banker and not of the promoter. He must be convinced of the soundness of the unusual advertising appropriation just as he seeks to satisfy himself of the soundness of any other business outlay. If the company official who does consult his banker about an advertising appropriation cannot explain it clearly, it will doubtless be cut down or even cut out. This is as it should be. If it is right to spend money for advertising in a given case it should be possible not actually to prove that commensurate results will be obtained, but certainly to make a straightforward showing, based upon business experience in analogous cases. When this is done the banker will be found responsive.

Approved Continued Advertising

It may be well to mention one or two outstanding instances of insight into fundamentals of advertising on the part of bankers. With many well-know concerns, which base their success upon volume of sales, advertising appropriations run year after vear into millions of dollars annually. Investigation shows that the bankers whose contact gives them a knowledge of these concerns are thoroughly convinced of the value of advertising. In at least one recent case of a nationally distributed article, where the distributing company became involved in financial difficulties, the bankers advised a continuance of the advertising appropriation on a maximum scale. In this case the bankers' committee had, of course, absolutely final authority as to all expenditures of this company.

It is becoming more and more common for bankers to regard a radical cutting down of an advertising expenditure with close attention. The sharp reduction in the advertising of nationally distributed articles, the reputations of which were apparently so firmly established that nothing could affect them adversely, has been followed so regularly by a heavy falling off in sales, that the

> "It is becoming more and more common for bankers to regard radical cutting down of an advertising expenditure with close attention. Sharp reduction in advertising . . . has been followed so regularly by a falling off in sales that . . . the banker is coming to realize that public interest is not necessarily a permanent possession. To win a place in the crowded and besieged mind of the modern man is not equivalent to holding such a place."

need for caution in such cases is widely recognized. The banker is coming to realize that public interest is not necessarily a permanent possession. It can be won only by skilful competition in a world where every device is mobilized to win the notice and stimulate the action of the average man or woman, from the hour of rising in the morning till the hour of retiring at night. The morning mail is full of circulars; selling appeal fills the newspapers and magazines, the billboards, the street cars and the shop windows as one goes to work and returns in the evening. To win a place in the crowded and besieged mind of the modern man is not equivalent to holding such a place. It is more like creating a melody which the prospect hears, enjoys, and inevitably forgets. It must be played and re-played, or other melodies will take its place. Not even the greatest corporation or the most popular product can hope to build up a reputation which will of its own force endure. The history of advertising is filled with striking proofs of human forgetfulness.

Banks Advertise Themselves

If a further instance is needed of the progress of the banker's belief in advertising, it is to be found in the great volume of advertising placed by bankers purely for purposes of developing good will. Banks have been among the pioneers in this field. Many large banks, having nothing tangible for sale, find it advisable to advertise extensively. The aim is not to secure direct returns. The object in view is to develop the highest type of national good will for an institution doing a countrywide but at the same time a highly specialized business. To understand the value of advertising which produces demonstrable and early returns in dollars and cents is simple enough. But when bankers are willing to spend substantial sums year after year for advertising to build their standing, and to keep their good name continuously before the forgetful public, it indicates a receptive attitude, at least toward this particular branch of advertising.

Quality of Advertising Service

It must be reasonably clear from what has been said that within definite limits growing out of the nature of his business the banker is interested in the sound progress of advertising. Very naturally, however, the question as to the banker's attitude toward advertising brings up the more fundamental question which perhaps most people have in mind when that question is asked, namely, how does the business community as a whole regard advertising. In this connection it may be permitted an observer and admirer of advertising to offer one or two suggestions. First as to quality. The best service the agencies can render to their clients and to their own business today is to perfect the quality of their service. If the quality of the advertising placed is high in permanent results, direct and indirect, returned to the advertiser for each dollar spent, then the volume will almost take care of itself.

It is probable that many concerns today actually under-advertise, not because they ought not to expand nationally, but because the advertising they have done has not produced results, and the advertisers do not understand just why it has not produced results. This failure may be due to the fact that the expenditure of many thousands of dollars for advertising has not received the close personal study by the officers of the companies involved which they would give to any other major company expenditure. The result too often is that unrepresentative copy is placed, and often placed in the wrong media.

Many company executives are so insecure in their conviction as to the soundness of the advertising policy they have adopted that they are influenced to change it by casual outside criticism, while they would be wholly unmoved by similar casual criticism of any other phase of their business policy. It is the duty

A Monument to Calgary's Prosperity

NO CITY of similar size in the world can point to so many fine buildings as Calgary. The Canada Life Building, illustrated here, is one of a score of such structures, bearing conclusive testimony to the wealth of central and southern Alberta.

Calgary is not merely a city of sixty thousand odd persons. It is the centre of a very large and prosperous territory, and is visited two or three times a month by automobile-owning farmers within a radius which extends approximately as follows: 100 miles north, 100 miles east, 150 miles south, and 150 miles west.

An excellent highway system has been developed in Alberta, and with the tremendous increase in the use of automobiles among the agricultural population—itself an indication of prosperity—the volume of trade in the retail stores of Calgary has shown remarkable progress.

Your share of this trade can best be secured by advertising in The Calgary Herald, which has the largest evening newspaper circulation between Winnipeg and the Coast.

Herald Representatives

Representatives for Eastern Canada:
TORONTO
Edgar J. Guy, Royal Bank Building
MONTREAL
E. L. McArthur, 232 St. James Street

Representative for Pacific Coast:
VANCOUVER, B.C.
Frank E. Payson, 528 Winch Bldg.

Representatives for the United States:
CHICAGO
Henry de Clerque, Inc., 800 Mallers Bldg.
NEW YORK
Henry de Clerque, Inc., 17 West 42nd St.

Representative for the British Isles:
LONDON
F. A. Smyth, 29 Ludgate Hill, E.C.

Calgary Herald Ltd., Calgary, Alberta

In Calgary *The* Herald

Gets First Attention

of their advertising adviser to give them the necessary confidence in their own advertising policy, and in the copy they are using to make such a policy effective. Perhaps too much mystery has been made of the subject. The chief obstacles which exist to a fuller co-operation between advertisers and their advertising experts do not lie in the failure of the advertiser to understand highly technical advertising lore. He should not be expected to understand the technical details. The trouble lies largely in the failure of the advertising counsellor to get into the mind of the executives who must give final decision the elementary laws upon which an advertising plan is based, and the broad business application of those laws to the particular advertising campaign which is up for decision.

In a great many cases, the annual appropriation for advertising on the part of a corporation is many times the annual expenditure in lawyer's fees or retainers, and yet only in the most enlightened corporations or firms does the head of the concern give his personal thought to this expenditure. There is nothing which requires a more sensitive contact with the very heart and spirit of many businesses, or that bears more closely upon profits, than the expression to the public of the name and nature of these businesses, or the appeal of their merchandise.

Closer Contacts Between Advertising and Business

When business executives come to realize that the information required as the basis for a sound judgment rather than a snap judgment on their advertising expenditure can be obtained through a comparatively small outlay of time in direct contact with their advertising advisors; when they recognize more fully the fact that better advertising means more profits and that poor advertising is money wasted; when they come to know that there are in the advertising business men of high calibre and wide experience in building profits through sales; and that their competitors are relying more and more upon these men and taking them more and more fully into their business confidence; then it must follow that these executives will realize that advertising is a calculable part of their business, and they will allot to it a due amount of their personal time and attention.

There is nothing in this field more interesting, or more important to the sound progress of advertising, than the emergence of the trained business man in the advertising business. The best opinion in that business today undoubtedly is that an advertising man is not a good advertising man if he is not essentially and fundamentally a good business man. This does not reflect on the craftsman of advertising who translates ideas and motives into effective copy. He has a high usefulness and a recognized value. There is also the specialist on sales data, on circulation and other essential statistics upon which advertising decisions must to a certain degree be based. But as one of the leaders in the advertising field recently stated: "I cannot bring myself to think of sound business judgment as something that is external to good agency conduct and management..... The whole tendency of advertising counsel is inevitably in the direction of marketing counsel, predicated upon business knowledge. The best advertising counsellor counsels on business matters, and he looks upon advertising simply as one of the many forces to be used in the successful development of a business."

Advertising Advice Must Be More Than Visionary

Keen business men are not going to spend sums aggregating a billion dollars a year, year after year, unless those expenditures produce profits. It must be obvious, then, that in the last analysis the advertising advice which the business man wants is the advice which will build and maintain his sales or his good will. The ability to give such advice is second to none in business importance. It is akin to the sense of profits, the instinct for success which either exists or does not exist in an individual business man. The advertising man who has this sense would doubtless succeed in almost any line of business. But the great copy writer is an artist rather than a business man. Being an artist he will regard his work as on a plane above the traffickings and compromises of trade. He would not be a great copy writer if he felt the primary urge to make five dollars grow where only one grew before. But such a man, when he is wise, does not try to run an advertising agency. He finds a business man, one with vision to be sure, but primarily a business man; he makes him president and general manager; takes for himself a big, quiet corner office—and writes copy.

This is not a materialistic viewpoint. It is simply a suggestion that in building up a better understanding between advertising men and their customers, the business men and bankers, advertising must more and more talk the language of business. The tools of advertising, the printed word and the picture, are related, in their highest development, not to the world of business, but to the world of art. The writer and the artist, speaking generally, are of a temperament widely different from that of the correspondingly successful men in the world of business. Now, how can the result be produced where the writer and artist may have the greatest freedom for creative work, while, at the same time, the head of the great manufacturing concern, who is only a casual authority on the use of words or on the possibilities of art in commerce, may be presented with an advertising plan in terms which he can thoroughly understand? The obvious answer would seem to be—have a good business man, who has grasped the fundamentals of advertising, but who talks the language of business, in charge of the agency, and as the primary contact with the manufacturer or other advertiser.

Must Justify Confidence

If the leaders of advertising will first be doubly sure that their service is intrinsically sound: if they will make sure that the basis on which it is handled is always such as to inspire the confidence and respect of the business community; then they will have an increasing volume of permanently satisfied customers—the best advertisement that advertising can hope to have. On this basis they can build a standing commensurate with the importance of advertising to sound business development, and commensurate also with its broader significance in the modern world as a great potential civilizing force.

From the foregoing, the question as to what the banker thinks of advertising may be to some extent reduced to its elements. It is obvious that if the question has a short answer, it is that few bankers have had occasion to give much thought to the detail of the advertising business. In the majority of cases, the

Dominates Ottawa

WEBSTER defines the word 'Dominant' as 'having superior influence'. And this word, to a marked degree, is descriptive of THE JOURNAL'S position in the Ottawa Field.

THE JOURNAL is peculiarly the Home Paper in the Capital. It reaches the people with the means and inclination to surround themselves with Home Comforts and Conveniences. Its influence among the classes with money to spend is unchallenged.

All leading local retailers bear witness to the influence of THE JOURNAL in the development of their business. Extracts from a few such recent letters are of interest :—

Mr. E. A. Stephens (Fine Shoes)—President of the Ottawa Retail Merchants' Association—writes in part:—

"We have carried our advertising messages regularly in THE JOURNAL since the first publication 36 years ago.....We are not using any other newspaper because we consider THE JOURNAL covers the field effectively and adequately."

Mr. Geo. Nettleton (Jeweller) writes:—

"Your valuable paper enters the best homes in the city.....Anyone having quality goods or service to advertise should obtain maximum results from THE JOURNAL."

Robertson, Pingle & Tilley Ltd. (Musical Instruments) say:—

"Our various musical lines appeal directly to the home, and we are glad to recognize the value of THE JOURNAL NEWSPAPER'S Home Influence. We shall continue to use liberal space with you—in order to get within the home circles in Ottawa."

Mr. Martin M. Walsh (Mineral Waters) writes:—

"The advertising for limericks brought over 2000 replies, and has made Chateau Brand Cyder a household word in Ottawa. Whenever we desire to place anything before the Ottawa public we shall certainly use THE JOURNAL."

Mr. W. T. Ackland (High Class Groceries) writes:—

"When I decided to take up newspaper advertising, I found my appropriation was not large enough for more than one paper, and I chose THE JOURNAL feeling it was the logical paper to reach the housewife. The results have been very satisfactory."

Space does not permit the inclusion of further extracts. Local merchants, almost invariably, select THE JOURNAL to get into the home circles of Ottawa.

National Advertisers will be wise to follow the lead of the 'man on the spot'!

The Ottawa Journal Dailies

The Morning Journal (Members A.B.C.) **The Evening Journal**

Average Circulation for December 1921 - - 28,045

MORNING - 5,203
EVENING - 22,842

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South. Bldg.

business executive stands between the banker and the advertising man. As to the future, the increasingly high standing of the better agencies, and the men who head them, will lead to that fuller contact and understanding between advertising men and business executives, and to a more limited extent between advertising men and bankers, which is the basis of business confidence. In the development of this relationship the ultimate test which advertising must meet is one of the business intelligence of the service rendered.

Unquestionably advertising has an important future. Many business men believe that the ultimate tendency of modern salesmanship is toward operations on a large scale, that the great sales successes of the future will be based upon volume and wide distribution. If this is true, the test of success will be an honest product, manufactured with the highest efficiency and economy and marketed widely on a small margin of profit. Advertising will be a powerful factor in this development. Such distribution cannot be lastingly built by spectacular advertising methods. To be successful, the advertising must be laid out with as much vision, must be as carefully planned and as economically executed as all other parts of a selling campaign.

The forward looking banker will be glad to see the advertising specialist take his proper place in the world of sounder business which we hope will replace the more slashing and wasteful periods of the past. But the banker's attitude, while important, will not be the controlling influence in advertising progress. The predominant relationship will always be that of the advertising man to the business executive. And, more fundamental still, the business of advertising will not progress or decline because business men or bankers, or any other group, prefer to smile or frown upon it. Its prosperity or the reverse will depend first, upon the basic profit-producing importance of advertising as determined by the inexorable operation of economic laws; and second, upon the downright human ability and integrity with which advertising men build upon the basic opportunity which is presented to them.

* * *

"Better Business" Dinner of the Hamilton Advertising Club

A SURVEY of present day economic conditions, together with some interesting forecasts as to business during the coming year comprised the speech list at the "Better Business Dinner" of the Hamilton Advertising Club on January 13th. The chief speakers were J. H. Gundy, of Wood, Gundy Co., Toronto; Chas. H. Mackintosh, president of the Associated Advertising Clubs of the World; and H. S. Pritchard, sales manager for the Ford Motor Co. of Canada.

"The day when the people of Canada would be embarrassed by 'tight' money has passed by," said Mr. Gundy, "but there are, nevertheless, many serious problems to be faced."

Amongst these problems the speaker included the financial condition of Germany whereby cheap German labor was destroying the market for Canadian goods in England. A second difficulty was the immense increase in the national debt. Money, declared the speaker, was being borrowed too easily, and the country could not continue the practise and get away with it. The tradition of extravagance could not be carried on if Canada was to compete with the world.

The collapse of Bolshevism in Russia was one of Canada's assets, as was also the disarmament conference. Canada had a good financial system that put the resources of the country at the command of people living in even the remote parts. It was mobile, sound, and well developed. The people had saved their money and put it into the banks till they had resources sufficient for anything they wished to undertake. The financial resources were sufficient to undertake any reasonable enterprise that the country might demand. The only fear was that the country would go and borrow money for things it did not really need. Just two kinds of people were going to go broke in Canada during the coming years, and these were the man who had too much enterprise and was reckless, and the man who was over-cautious.

Some predictions as to the tendency of prices during the next quarter century were made by C. H. Mackintosh, president of the Associated Advertising Clubs of the World, in his address.

During the last thirty years, merchants had been buying and selling on a rising market. For the next quarter century, if the experiences of the past could be relied upon, they would be buying and selling on a steadily falling market, the speaker said. The high peak of prices which had been passed recently was not the first since economic history had been recorded. Three such gradual increases, peaks and drops in prices had been observed since 1812.

Merchants who said that they expected to reach the bottom of the price level shortly were expressing a damaging optimism. This attitude caused buyers to refrain from purchasing till that level was reached. The bottom of the depression had been reached, but not the bottom of prices. Facts showed that prices would continue to fall for the next twenty-five years. Many persons believed in error that high prices and prosperity were synonymous. If this were a fact, Russia would now be the most prosperous country in the world, instead of the lowest in the scale of nations industrially.

Average reductions in the United States ammounted to about 20 per cent. as far as labor was concerned, and to 33 and 1-3 per cent. in the case of the costs of commodities. The cost of labor would ultimately adjust itself to the drop in the commodities.

Merchants who had done business on a rising market scarcely knew how to trade on a falling one. Well over 90 per cent. of retail merchants were underbuying at the present time.

The difficulty of selling commodities was increased through injudicious statements on the part of government officials. The attorney-general of the United States had declared that there was without a question an understanding among retailers the world over to hold prices up. Such a thing was impossible, as the merchants of one town could not even agree among themselves as to whether they would close at one o'clock on Saturdays or not. One merchant breaking away from such a combination would wreck it all.

Investigations had shown that clerks employed in stores were in many cases but 55 per cent. efficient and that 45 per cent. of the money spent by merchants in securing customers through advertising was lost through the inability of the clerks to sell to the persons who had been attracted to the stores through the publicity. The importance of a capable and courteous selling staff was further indicated by the fact that an investigation had shown that 85 per cent. of customers dealt with certain merchants for reasons of good-will alone.

In speaking on "The Canadian Manufacturers' Opportunities", H. S. Pritchard explained the selling system of the Ford Motor Co. of Canada.

During the war, he asserted, an attitude of complacency on the part of salesmen had been acquired and had "stuck." To secure the proper number of sales in proportion to population in every district, the sales department of the big company had begun a careful survey, and in some territories had cut down the number of their agencies, paying special attention to every garage, ascertaining the causes of bad business and correcting them.

Manufacturers must cease to be complacent as to their selling organizations, but as far as selling was concerned would have to make a clean start.

Mr. Pritchard also outlined the opportunities for greatly expanded business through the development of foreign markets.

A LEADER

In the Field of NATIONAL MEDIA

——These Three Records

DURING 1921 *The Canadian Home Journal* had:—

1. 54,000 more lines of paid advertising than any other monthly magazine in Canada—more lines per issue than any other magazine in Canada.
2. 21 more quadra color pages than any other monthly magazine in Canada — more per issue than any other magazine in Canada.
3. A better showing of paid advertising when compared with the banner year of 1920 than any contemporary magazine on the entire American continent.

show the steady, dependable, result-pulling qualities that belong to "Canadian Home Journal"—They prove that this publication holds the consistent preference of National Advertisers in Canada.

First in total advertising per issue—*First* in color advertising per issue—*First* in its showing of advertising lineage compared with 1920. Foremost in quality production—*Deep* in reader-interest—*Strong* in buying power—"Canadian Home Journal" forms the Master Key to the richest section of the Canadian Market.

In planning National Advertising for 1922 can YOU afford to overlook "Canadian Home Journal"?

Full particulars and a copy of the paper will be sent on request

THE Canadian Home Journal

NEW YORK
505 Fifth Ave

CHICAGO
1011 Hartford Bldg

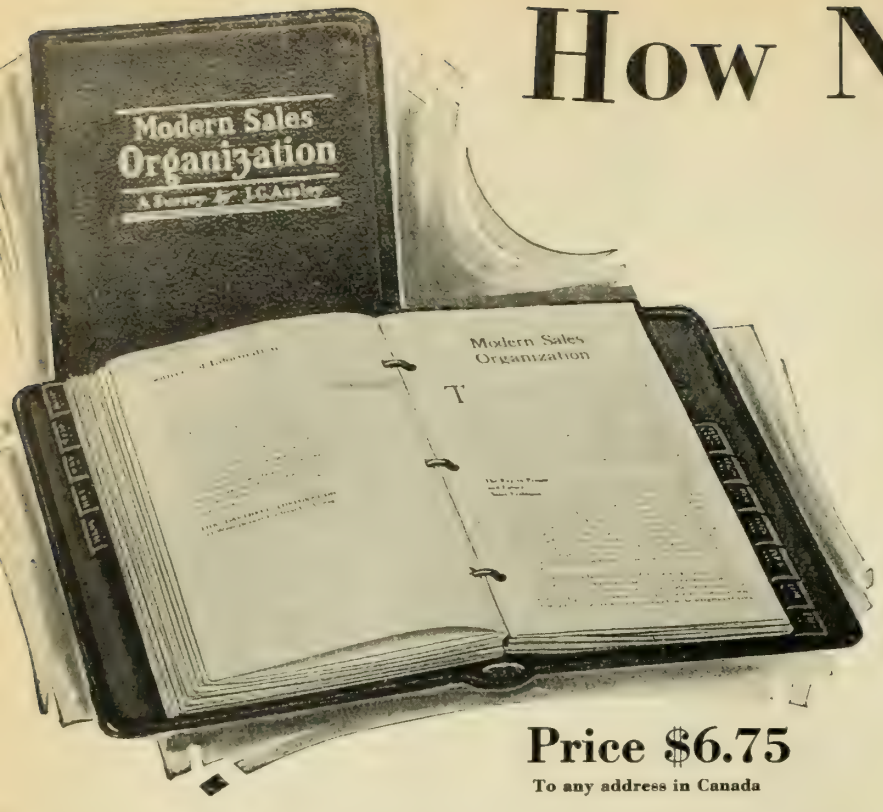
TORONTO

Member Audit Bureau of Circulations

MONTREAL
171 St. James St.

WINNIPEG
310 Boyd Bldg.

How Notably Succe Winning



Price $6.75
To any address in Canada

HAVEN'T you often wished you could spa the time to take a trip across the count and visit other firms' sales department Such a trip would be well worth the seve hundred dollars it would cost you—*if you o had the time!*

But you have no time to go visiting. You too busy meeting day by day demands on yo time. So the next best thing is to have someo trained in gathering sales data go in your ste and get the facts that will be most helpful you in your work.

That is exactly what the Dartnell staff has do and is doing, for you. They have alre gathered a wealth of information concern sales management methods and policies, e braced in various reports and books. This being added to constantly.

Modern Sales Organization is a survey in t loose-leaf sections containing plans suitable meeting the highly competitive conditions to expected during 1922-23. To gather the d it contains required over a year's time, seve hundred interviews, returns from over 2,0 questionaires and the co-operation of more th 800 sales managers who are subscribers to t Dartnell Sales Service.

Here is your opportunity to buy cheaply selli experience which others have paid dearly

Some of the 300 Sales Building Plans described in this Survey

How Devoe & Raynolds have organized their sales department so as to insure a steady stream of new accounts, and stimulate full line sales.

Use of a Future Demands Department such as is maintained by the National Cash Register Company to keep ahead of possible market developments.

New plan being followed by the Goodyear Tire & Rubber Company in appointing zone supervisors; how their duties are linked up with other forces in the sales department.

How the Baker-Vawter Company insure an adequate supply of capable salesmen through their Personnel Department; with a description of the results produced by this department.

Experience of The Wm. Britigan Organization, Sherwin-Williams Co., Hood Tire Company and others in arriving at the proper number of accounts or prospects for a salesman to handle.

Experience of manufacturers and jobbers with exclusive agencies; under what circumstances these concerns have found it profitable to establish exclusive agents; dual agencies and general agencies. Synopsis of various agreements in force.

A possible plan worked out by the Aluminum Ingot Company to determine which members of the organization are best qualified for promotion to executive positions.

Nearly twenty blue print charts showing organization details of Baker Vawter Co., International Harvester Co., Marshall Field Co., National Cash Register Co., etc.

Tabulation by lines of business showing number of customers a salesman calls upon; average number of salesmen handled by branch manager, etc.

Specimen manuals showing how big concerns divide up sales duties and distribute them among executive personnel.

Analysis of policy used by 150 concerns (names given) in regard to supervision sales manager has over advertising.

Maps showing how concerns with varied sizes sales organizations divide the country up into sales divisions and districts.

Compensation and duties of division managers, branch managers, zone managers, etc.

Book of instructions to zone managers used by big tire company. Suggestions for broadening the scope of the sales promotion departments. Handling routine correspondence more effectively. Where to get leads for salesmen.

How various concerns handle inquiries so as to make sure that salesmen get the most out of them. How to organize a statistical and sales research department with small expense.

Modern Sales Organization

complete with flexible leatheroid binder, ten blue print charts of representative sales organizations; reprints of several sales manuals; maps showing how different concerns lay out sales territories; 250 pages of plans and methods, set of indexes for filing the material in binder, blank note pages, etc.
Price $6.75

Best of Dartnell Publications

"I want to thank the Dartnell Corporation for the inspiration and guidance their Service and literature have been to us in the upbuilding our sales organization dur the past four years or lon Things we receive from Da nell are eagerly read as as they reach our desks. T always seem to hit the par ular nail we are driving, ti on the head—they are ti and have the punch. The "Survey of Modern Sales O ganization" promises to ec all previous records as h ful information to our s organization." Baker Va Co.

Best Thing We Have Seen

"We consider your Survey Modern Sales Organization best that had ever come to notice. We would like have you send us anot copy." American Calcul Sales Co

Other Books, Reports, Servi

Write today for

MARKETING PUBLISHERS

ll Concerns Have Built Up les Organizations

Thousands of dollars have been spent to gather the material. A single plan or ken from any one of the ten sections, if l to your business situation, may very louble your sales for 1922.

ou will find suggestions for making your sales territories produce a greater yield ness; how to supervise your salesmen so ey will get from twenty-five to fifty per nore business; how to organize the home personnel to prevent over-lapping of

Management Practices is another loose-ference book giving over 400 plans used ing concerns in assigning sales territories, ng salesmen, compensating salesmen, ting sales, etc. Differs from anything this subject because it gives vital facts mes and figures. Originally compiled in ration with the International Sales ers' Association, it is now in its fourth . Deals only with actual sales plans and ls, taking up in separate sections such s as: "Fixing the Sales Task", "Keeping Salesmen", "Sales Correspondence", etc. over 250 lines of business.

book sent on approval to responsible firms, to return if not suited to your needs.

400 Plans used by leading Firms in 250 Lines of Business

To Stimulate Sales, Select and Compensate Salesmen, Check Expenses, Etc.

Burroughs Adding Machine Co. method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby, McNeil & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, H. J. Heinz Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold job, and high water mark for sales in each line.

Method of Holeproof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantee.

Policy of Trenton Potteries Company which has resulted in greatly cutting down returned goods losses.

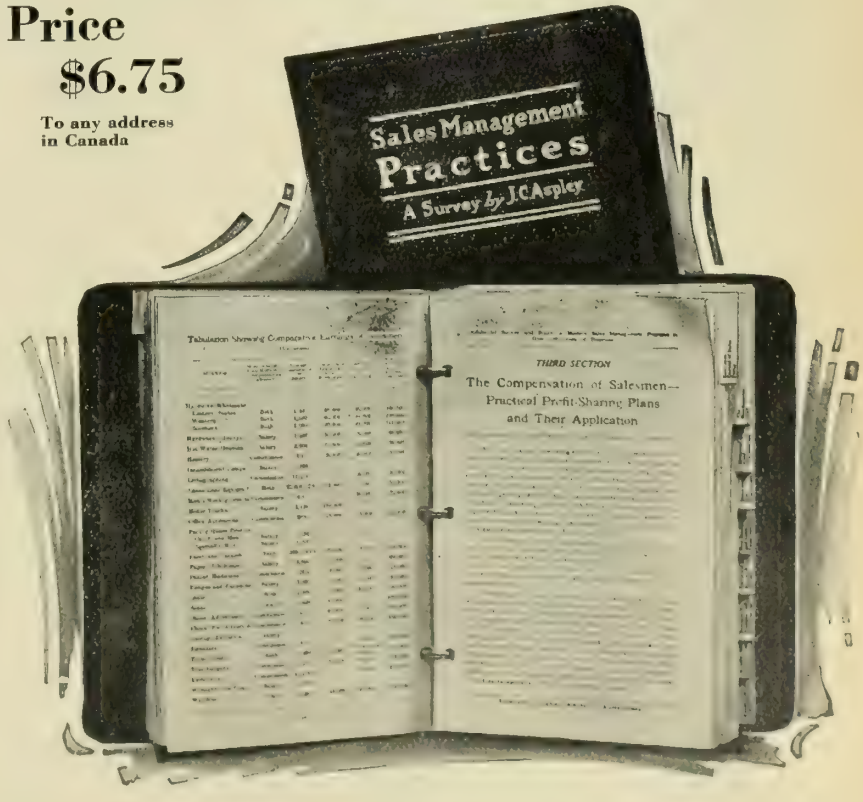
Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals. Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin-Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Price $6.75

To any address in Canada



ks it is a "Corker"

the new sales organ- personal note to tell urvey is a corker. It helpful in the courses, addition, it offers a eresting field for spec- for the men." Amos hool, Dartmouth Col-

Several Times Its Cost

ve read and re-read vey of Modern Sales tion several times, t to say that I would ose of this survey for e were I not able to nother one." Citizens' Supply Co.

ds from First Reading

ading of the first sec- the new survey is evi- nough to me that the

Sales Management Practices

complete with flexible leatheroid binder, over 250 pages crowded with sales data, blank pages for making your own notes, set of indexes under which sections are filed in binder, and list of supplementary references. Survey is 5½ x8½ inches in size.

Price $6.75

small amount charging for the book is going to bring dividends way out of proportion to the investment." St. Paul Electric Co.

es Managers and Salesmen

24pp. Catalogue

3 Yonge St., TORONTO

EDITORIAL COMMENT

Human Replacement Values

SOME years ago one of the popular magazines published an article with a title something like this: Would your wife marry you again? The writer assumed that the marriage contract was terminable after a fixed number of years and that only the lady had an option on renewing it. The conclusion arrived at by the author was not complimentary to the sex addressed.

What is your "replacement value", either as a boss or an employee? In spite of the diplomas handed out in the form of obituary notices, the general activity of things is not slowed up appreciably by the removal of any one of us. He is a rara avis who cannot be duplicated, and the poet who said of his friend, "We ne'er shall look upon his like again," was guilty of the rankest hyperbole. Most of us can not only be duplicated but improved upon after a very brief search.

Of late, "replacement values" in a business sense has assumed an added significance. End of the year inventories have revealed that a great many long-cherished ideas and methods can be dispensed with. This has been true both of executives and members of the rank and file, as well as with equipment and even branch businesses and subsidiary companies. Many a man entered the New Year to make the disconcerting discovery that he was actually dispensable.

A Philosopher who occupied a minor executive position was tempted at times to resent to the point of resignation the fact that his abilities were not recognized at their face value. At such moments he steadied himself with the thought that he could go out into the street and in half an hour find fifty men who would gladly change places with him. The reflection gave him a safe idea of his replacement value. It nerved him to greater effort so that ultimately he earned his promotion.

When a man realizes that he is worth only his replacement value he has got a firm grip on himself and, provided he has the requisite grit and grey matter, his reward is only a matter of time.

* * *

Canada Wants Better Statistics

IN an article on the 1921 census published in MARKETING last year some comment was made upon the lack of statistics concerning distributive and marketing functions in Canada. It was pointed out that the great mass of figures gathered by the Dominion Bureau of Statistics are concerned with production, and R. H. Coats, the Dominion Statistician, was quoted as saying that only governmental authority prevented him from extending the scope of his department to cover in a thoroughly co-ordinated scheme the entire field of commercial statistics.

The new government has an opportunity to bring the standard of Canadian statistics to a level with those of Australia, New Zealand and Czecho-Slovakia, who lead the world in this regard. The Canadian Bureau has a remarkable record of achievement to its credit, but it still falls short of perfection, not alone in its lack of what may be called "selling" statistics; but also from the standpoint that its present activities are not completely co-ordinated. For instance, the Department of Customs compiles figures concerning navigation, the Department of Labor is the agency for collecting statistics about trades unions, strikes, lockouts, unemployment, wages and prices. The statistics of migration still remain outside the scheme of population statistics and no record of emigration from Canada has ever been instituted.

Many other reforms might be mentioned, but enough has been shown to indicate that there is plenty of room for improvement. Such improvement cannot come until the Bureau of Statistics is untied from the apron strings of the Department of Trade and Commerce and given a status which will enable it to procure from every department the kind of statistics necessary for a comprehensive and centralized scheme. Resolutions urging this change were passed last year by the boards of trade of Toronto, Winnipeg, Calgary and Halifax.

Manufacturers would certainly profit by the accumulation of figures relating to distribution and selling. They should make it their business to urge upon the King government at an early date such changes in the status of the Bureau as are necessary to include these activities.

* * *

Advertising To The Rescue

UNDER the above heading MARKETING, in its issue for September 1st, remarked editorially: "The Transportation Commission of the city of Toronto confronts a big task..... On September 1st, the public will have to accustom itself to changed conditions. From that day forward there will be new regulations, new prices for tickets, new points of transfer, tracks torn up, delays, alterations, changes, irritation, perhaps disgust. At the time of writing there is no sign that the Commission has planned to overcome he public's resisance to these changes; not a line of copy has appeared in Toronto newspapers giving the public advance information of what they may expect; probably none has been planned to offset the effect of the jumble which is inevitable under the new conditions. Goodwill copy should have made its appearance a month ago."

The storm of "irritation" and "disgust" predicted in these columns over three months ago has broken. Neglect to indulge in a little goodwill advertising has aggravated fourfold the already sufficiently troubled task of the Commission. Such publicity would not in any degree have averted the practical difficulties facing the management, but it would have prepared the public to endure the inconveniences incidental to the taking over and reorganizing of the street railway system with a more philosophical calm than they are exhibiting. A little judicious publicity last August or September, and continued until the end of the year, frankly taking the public into the confidence of the Commission, would have lessened that body's present embarrassment to the extent of creating a much less hostile atmosphere in which to disentangle the tie-up confronting them.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Humanizing a Lumber Yard

Breaking with tradition anad standardized rules has resulted in greatly increased turnover for a lumber company. Advertising that it offered "human service," the company converted its establishment from a lumber yard into a lumber store, and emphasized the store plan in its advertising. Having made its place of business more inviting, it discarded the usual vague terms used by lumbermen, and instead of saying that certain material cost so much "per thousand," it finds out what the customer wants the lumber for and then figures out just what the job will cost. The company also feature a phrase, "The Lumber Number", along with its telephone number. This has helped to emphasize the telephone number and has been credited with being responsible for many orders that have come in by phone.

Samples For Salesmen

A company selling flavoring extracts to the grocery trade has installed in its plant a fully-equipped kitchen presided over by an expert cook-assistant-sales manager. The duty of this lady is to see that all the salesmen on the company's force are duly impressed with the merits of their product through actually tasting the extracts after they have been used in food prepared under ideal conditions. She sends out the new man charged with confidence in the palatibility of foodstuffs prepared with the products of the house. He isn't merely told that his flavoring extracts are superior—he knows from sampling cookies and cakes which contain them.

Keeping the Small Stock in Sight

A large garage concern which is obliged to keep approximately a million springs, cotterpins, washers and other parts on hand in each of its branches, has adopted glass containers in which to store many of these smaller accessories. The new method has been found to be a great convenience and a less expensive method of stock-keeping. The glass jars have a distinct advertising value and their use is a considerable time-saver for the clerks.

Curing the Unsigned Order Nuisance

The W. Atlee Burpee Co., the Philadelphia seed growers, have hit on a scheme that has reduced the number of orders sent in without name, address or identification mark of any kind by customers who buy from the firm's mail order catalog. Under the flap of the return envelopes, which go out with every order blank, the company flashes this caution, "Have you signed your name and full address?" This shows up conspicuously just as the buyer is about to seal the envelopes and is the means of causing many a hurried orderer to take out the blank to see if his name and address have been plainly signed.

Saving On Trunkage

According to a report just issued by the National Sample Men's Asociation, a large wholesale dry goods firm reduced their sample trunkage on house dresses and aprons 65 per cent by photographing, and yet with an increase in sales. They reduced notions trunkage by the use of improved catalog illustrations, and trunkage on outing flannel nightware 57 percent by careful matching. Another concern reports a reduction of 165 trunks in their manufactured fall lines for the years 1920 and 1921 with no diminution in the business resulting, and with a saving each year in excess and drayage, to say nothing of wear and tear saved on trunks and samples.

Do You Like the Flavor of Cloves

The mystery of sagging sales presented itself at the end of the fiscal year to a chewing gum concern whose reputation, gained by other lines, had launched the new lines of gum with considerable success. Neither the sales manager nor the advertising manager could understand it; but, as is so often the case, the solution was discovered through investigation of the retail outlet. Dealers were being supplied with a complete assortment of flavors, all of which sold pretty well, with the exception of the clove package. When the dealers had sold all the others they endeavored to push the clove flavor before re-ordering, with the result that consumers began to figure they could get only the one flavor in that particular brand. And then they quit.

Made Truck Sales Factor

A motor truck dealer who wished to sell a delivery wagon to a furniture dealer found an obstruction in the local banker who refused to give the prospect a loan on the ground that a truck was an overhead expense. The dealer went to the furniture store and interviewed customer after customer. He collected their names and addresses, together with a list of the furniture they were interested in. He then persuaded the dealer to put a salesman and whatever furniture he selected at his disposal.

Loading the furniture on a truck, he and the salesman started out into the country. They placed a load of furniture in the homes of farmers who had displayed interest in it. No obligation was incurred by the farmers and the furniture was left just to show how it looked. It would be removed in a week if the folks were not disposed to buy.

This method of distribution continued for three days, and several hundred dollars worth of furniture was so placed. After the farmers' wives and girls had seen the new furniture and had used it for a week, the thought of removing it was unbearable. It all stayed where it was.

The experiment convinced the banker that a truck was not an overhead item, but a sales force. The truck was bought.

Two Operations in One

When jobbers gave him no encouragement in his efforts to get distribution in a large city, a well-known importer loaded ten one-ton trucks with goods. Placing a high grade specialty salesman as driver on each truck he sent them out to make the sale and deliver the goods at the same time. In thirty-five days over 2,500 grocers had been sold. The unusual sight of a white collared salesman driving up in a truck to sell was enough to secure attention and the experiment has proved so successful that its retention as a permanent selling plan is assured.

Making the Carton do Double Service

The Loose-Wiles Biscuit Co. have recognized the advertising value of their cartons in a simple but effective manner. Most cartons are thrown away when the contents have been removed, but the Loose-Wiles people conceived the happy idea that their cardboard containers might continue to advertise their name even after the biscuits were removed.

W. M. Wachtel, advertising manager, says:

"It occurred to us that the empty Sunshine carton has a useful value for the consumer. This thought came at the same time we were preparing our September advertising, which has as its keynote the school lunch appeal. In view of that we felt it would be particularly timely to suggest that the Sunshine carton be saved and used in connection with the school lunch. Ten million might not be an overestimate of the youngsters who take with them a school lunch, so we feel it was a happy thought to embody in our magazine copy a suggestion that the carton be kept and used for that purpose. This same suggestion that the carton be kept and used and used for that purpose. This same suggestion was made on 30,000 car-cards and on a large quantity of window posters and store hangers."

Wanted—a Rooster

"Wanted, at once! The toughest, oldest rooster in Jacksonville, Florida, to cook in a Duplex Fireless Cooker. Will pay a liberal price for him."

The above appeared in a box in the advertisement of a Jacksonville hardware firm announcing a demonstration to show what the Duplex Fireless Cooker could do. Roosters were brought from far and near, and when a prize specimen was chosen—a hardy, seasoned old veteran—he was placed in the cooker. When he was done to a turn, visitors to the store were invited to have a bite as proof that the cooker would make the toughest bird tender. The demonstration was one of many carried out by the Duplex Fireless Stove Co. to sell to women by showing the stove actually in operation.

THE CLIPPINGS FILE AS A SOURCE OF TRADE INFORMATION

If kept carefully classified and indexed much valuable data is accumulated in clippings. Methods of filing suggested.

Written for MARKETING by FRANK K. WALTER
Librarian University of Minnesota

THE business library is one of the latest developments in business organization. Many executives still consider it a frill instead of a necessity but in a large proportion of cases it has maintained itself even in the passion for retrenchment which has characterized the very recent actions of many erstwhile industrial optimists. When effectively conducted it is really a development and not an entirely new thing. It is in a sense an extension of the information furnished from time immemorial by the financial records of a business firm or by its letterbook or correspondence. Much of the material of a modern business library is simply centralized and systematically arranged information previously scattered among different offices and on numerous desks.

The letter files and account books are the archives of the firm. They include the contracts or data on which present and pending transactions of the business are based. The business library includes material on past transactions and conditions. It includes data in various forms of immediate interest in connection with individual products, or the doings of competing firms or with general trade conditions. It preserves selections from this material in the form of printed and manuscript reports, news items, scientific or industrial developments and other matter from which the far-sighted executive may in a measure forecast future conditions. It is extremely probable that if more captains of industry of the past few years had been a little more conversant with industrial history, the present period of painful adjustment might have been somewhat less severe. "Experience teaches" applies to business as well as to other activity.

FORM NOT IMPORTANT

The form in which the material of the business library is available is of minor importance. Books may, and usually do, form the smallest and least conspicuous part of the collection. Pamphlets, carbon copies of correspondence, pictures and blue prints, clippings, catalogs and sometimes even salesman's samples are more often in evidence and of more immediate use.

Collections of clippings have been popular from the beginning of business libraries. Occasional clippings inserted in a correspondence file often precede or take the place of a distinct information file. In virtually every case clippings are an important part of any information service. They are the latest source of information as they are often the most detailed and specific. Simply and suitably arranged without reference to the conditions of their use or, worse yet, not systematically arranged at all their cost is likely to exceed their value.

Perhaps more than any other class of material, clippings are of temporary value in most cases. Many of them become useless as soon as the problem or condition has passed its preliminary stages and more general articles appear. Many become valueless more slowly but are eventually superseded by periodical articles or books treating the subject more authoritatively. Some will be of permanent use because they are original sources or because they give minute information not to be found elsewhere.

The clippings files, like all other parts of the library or information department, are essentially a stock-room from which needed sources of information are drawn when wanted. Their stock must be useable. Much that is of occasional historical interest can better be relegated to a neighboring reference library if there is any such. A useless clipping is as much out of place in the average file as a steel wagon tire in a modern automobile stockroom. The value of the clippings file as a whole will be determined almost as much by what is thrown away as by what is kept.

There is no one best method of organization. The proportion of permanently useful material, the amount it is circulated and the amount of time and skill available for organization and management are all determining factors. Resourcefulness is always essential and no code of practice, however carefully planned, can take the place of common sense on the part of those in charge of the collection. Any workable system will probably be a constant compromise between the elimination of as much as practicable and the preservation of everything which can reasonably be retained.

The ends to be attained by any collection of information data are the selection and preservation of everything useful as long as it remains useful and an organization which makes it possible to produce promptly everything on file on any subject on which information is desired.

SCRAPBOOK NOT BEST

The scrapbook in which clippings are pasted is an old device which still retains some popularity. Unless the clippings preserved in that way are really worth permanent preservation (as in the case of material of evident historical value) the scrapbook is expensive and relatively ineffective. It takes time to prepare it. Its contents are seldom readily available for it is seldom adequately indexed or logically arranged. If scrapbooks are kept they should be loose-leaf to permit easy re-arrangement and the ready insertion or rejection of new or obsolete matter.

Logical arrangement by the subjects of which the clippings treat is a virtual necessity. The separate clippings on the same subject may be assembled in an envelope (or series of envelopes) on which the names of the subjects are written. The envelopes are then arranged alphabetically by the subjects as in a correspondence file arranged by subject. This is a very common method in newspaper "morgues." It is quickly arranged for no preliminary preparation of clippings other than writing on them the name of their subject is required. If large enough envelopes are used much other related material such as illustrations, plans, typewritten copies and small pamphlets may be filed with the clippings. On the other hand the very lack of preliminary preparation results in the envelopes becoming bulky and the file rather messy. In spite of its wide use the envelope plan is at its best only for material of temporary use or that which is roughly arranged for use previous to the final selection for the permanent file.

The method in most favor at present is filing the clippings in folders in vertical correspondence drawers. This method usually saves space and makes all material easily accessible. Pamphlets and other large-sized items can readily be filed with the clippings to make a general information file. The best results by this method are obtained by mounting the clippings by the corners on sheets of ordinary correspondence paper. This prevents the small clipping from becoming mussed or from falling to the bottom of the folder and being overlooked. Manila sheets are stronger and file better but they are not of enough additional use to justify the added cost except in the case of very much used articles which would otherwise be worn out by frequent handling.

The greatest obstacle in the organization of a file arranged by subjects is the difficulty of developing a consistent list of subject heads which will meet the local demands for information. To do this successfully requires experience or training. In many business offices the file is put in charge of clerks who have neither. The difficulty is only a little greater than conducting a successful correspondence file on the same general plan. The failure of the files is often more a reflection on the judgment of the office manager in selecting file clerks than it is on the merits of the system used.

ARRANGE BY SUBJECT

Generally speaking, arranging the folders alphabetically by the subject is the simplest and most satisfactory method. Since the same clipping may refer to several subjects and since the same subject may be thought of under several different names reference sheets inserted in their proper alphabetical place in the file or a card index of subjects and references to them under other heads is quite necessary. Without one of these aids the file will depend on the memory of the person in charge or on the conflicting ideas of a succession of clerks, none of whom may be particularly competent. For example material on distribution may be considered

as belonging to "marketing" or "sales costs" or "merchandising" or any one of several other heads. The index should indicate which of these is used and should have references from all other subjects under which the material might reasonably be expected to be. The index is a time-saver whose value far outweighs its costs. It also goes without saying that every bit of material intended for the file should be marked plainly with the subject under which it is to be filed.

The more elaborate systems of classification which are invaluable in the conduct of libraries (the Dewey decimal system is the most widely used and best known of these) are usually less desirable for use in small or special clippings or other information files. The very merits of these classifications make them hard to apply accurately except by persons of skill and experience. Being general schemes, they must very often be modified or expanded to meet the needs of files of specific firms. Developing and modifying classifications is not a suitable task for a novice.

There is no general code of subject headings which can be adopted in its entirety by many business information departments. Two which are useful in suggesting general methods are *The Vertical File* by Mabel E. Colegrove and Margaret A. McVety (H. W. Wilson Co., 958 University Ave., New York City) and *The Business Library* by Louise B. Krause (Technical Publishing Co., 537 S. Dearborn St., Chicago, $1.50). The former is a full discussion of the organization of the large information file of the Newark, N.J., Free Public Library. The latter is an excellent discussion of business library methods in general. It includes several excellent sections on clipping files. A third aid is *The Care of Pamphlets and Clippings in Libraries* by Philena A. Dickey (H. W. Wilson Co., 958 University Ave., New York City, 25c).

In the selection of material for the file there is nothing as good as an intelligent person in charge of the file. Clipping bureaus and periodical "business service" must send their material more or less blindly. They will include in their sendings much of no real interest to the individual subscriber. They will inevitably omit much of very direct value to him because they cannot know his needs as well as an employe in whom he has confidence, to whom he can tell his needs and who has the judgment necessary to know what will answer the questions he has raised or which will be raised in the natural course of the firm's affairs.

* * *

Why Not Cut Out The Wastes?

Editor Marketing:

From the manufacturer of ladies wear and from the big steel companies comes the cry "When are space rates coming down". From the small town weekly slave, from the publisher of many magazines we hear the complaint: "Why and for how long do we have to sit back and be insulted and dictated to by agencies who are not giving us any service?"

But from the advertising agency comes the glad sound of revelry of prosperous conditions and the expression of satisfaction with conditions as they are.

Most of the troubles of the advertising business today are due to our swelled heads and belief that our services are a lot more valuable to mankind than they really are.

This fault is very common with every new business that has sprung up as rapidly as the advertising has done. We must, however, if we want to get back to better conditions, practice a little economy and render a little of that service of which we like to talk. Then, and only then can we expect advertisers to advertise. If there are advertisers who have lost faith in advertising it is because they have lost faith in the way it is handled.

Reckless Use of Space

The greatest crime that can be perpetrated against the future of advertising is the prevalent custom of placing space in general circulation mediums for firms whose appeal is limited to one class only. The advertiser has to foot the bill for thousands upon thousands of wasted circulation. He gets unsatisfactory results for the expenditure and blames all forms of advertising as being too costly.

It is natural for some agencies to follow the path of least resistance and use one page in a big daily instead of twelve or so troublesome pages in the proper media.

There are too many such agencies today, and if the Association of Canadian Advertising Agents wishes to exist as an organization of any merit it should look to its standards of practice.

The Worse the Paper the Higher the Rate

It is generally acknowledged that as the payment of commission began to come into effect generally, that all publications that decided to pay this commission were forced to raise their rates accordingly.

But the increase did not stop there. Poorly circulated publications or even A. B. C. papers, such as organs of various leagues or associations, with little or no reader interest found agencies were not anxious to represent them for only 15%.

Then came more concessions in the form of additional commissions to encourage the agencies to convince their clients that the weak-kneed paper was a howling success.

The result is today that some of the poorest of papers have the highest rates.

Tremendous Waste Prevalent

A rough, dirty looking, layout comes into the composing room. It is set up to the best of the ability of half the staff who have to be consulted as to what in'ell the correspondence school layout man means.

The proof goes out in due course and remains away for three or four days. It is returned, as a rule, the day after the form in which advertisement is to run is supposed to have closed.

It is frequently an almost complete new layout and showing a desire for different faces than those used and which were not originally requested.

This refinement is all very commendable but it should have been thought of in the first place.

There are in many cases two charges for setting one advertisement.

Careless Distribution of Cuts

It would be difficult to find a publisher who has not on his hands at this moment unused cuts that he will probably never get instructions for, ammounting to several hundreds of dollars. This and similar wastes are to be found throughout the advertising business. If the editorial department was as inefficient as is the advertising, most publishers would starve to death.

Clean Up Necessary

The hard times that advertising has experienced recently have done much to flush the business of the fake "Your name on a sandwich" advertising men.

Generally speaking it is harder to sell a legitimate, well-circulated medium than it is to sell space in some blotting paper directory that is never circulated to any except the advertisers. Is this not due to poor selling on the part of advertising men in general? Are we not too fond of just shouting that all forms of advertising are wonderful, when we honestly believe in very few for each client?

False Circulation Statements

It is not necessary to go far to hear of a publication that claims 50,000 circulation, yet only prints about 30,000, and has a paid list of about ten thousand.

The trouble is that the advertiser will not hear of a figure under about 3,200, yet the market he may wish to appeal to has only about a possible 1,500 readers in it.

The advertising man is often asked what does he think of Canadian made goods, how do they compare with other goods made elsewhere.

The great trouble seems to be that our manufacturers do not really try to sell their goods.

Two firms, here and in the States, both in the same line and both doing approximately the same amount of business are interested in advertising.

The U. S. Firm, with the same turnover, will spend three times the amount of money wisely on advertising than will the Canadian. The righteous howl of "Buy made-in-Canada" goods was almost entirely ineffective because the public did not know the name of Canadian brands due to lack of competitive advertising.

Too many Canadian made articles are not designed and priced to sell in the Dominion. Too few attempts are being made to compete with U. S. goods on the price basis—the true foundation of barter.

Adequate sales organizations and broad promotion policies are lacking with almost every Canadian manufacturer. He may make the finest article of its kind available yet we buy something inferior and from the States, because no one has ever told us there is something better right here in Canada.

Respectfully yours,

A. D. Monk.

* * *

Quebec Printers Urge Plants In Technical Schools

A delegation of printing plant owners and newspaper managers has urged the government of Quebec to instal model printing plants in the technical schools of the province, so that the printing trade shall no longer be at the mercy of the Typographical Union. The question will be taken under advisement by the cabinet.

More Productive Than Any Other Paper!

WE have no hesitation in expressing our convictions that the result from our advertising in THE OTTAWA FARM JOURNAL has been more productive than any other paper in which we advertise in Eastern Ontario.

In visiting the farmers of these districts we have learned that each issue of THE OTTAWA FARM JOURNAL is eagerly looked for and generally conceded to be one of the best mediums received by them. Your paper seems to be well represented among the rural life of the districts referred to.

THE JOHN DEERE MFG. CO., LTD. TELL OF *THEIR* EXPERIENCE

OTTAWA FARM JOURNAL'S **acknowledged supremacy in its own field has been built up on Service.**

Its relations with its readers are of the most intimate character—upward of 200 personal letters are addressed each week to its editors.

Its many commnnity enterprises—brought to successful issues in the interest of its readers—have earned for it their everlasting goodwill.

And the result is a distribution in the Great Central Dairy Belt 9000 in excess of any other Farm Paper without exception.

The one indispensable medium to reach the prosperous agriculturalists of Eastern Ontario and Western Quebec --- the proven result-producer is the

Ottawa Farm Journal

It merits a place on your 1922 Schedules

(Member A.B.C.)

Average Net Paid Circulation for 6 Months ending June 1921 - - **24,577**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
5 King St. East

MONTREAL
J. B. Rathbone, Manager
347 Transportation Building

UNITED STATES
Chas H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

More Census Figurrs

The population of four cities and 56 towns in the province of Quebec have recently been announced by the Dominion Bureau of Statistics, as follows:

Cities	Populaation	Inc. since 1911	
Granby	6,777	2,027	42,67
Quebec	94,058	15,868	20.29
Sorel	8,020	*400	*4.75
Thetford Mines	7,815	554	7.62
Towns			
Actonvale	2,330	928	66.19
Arthabasca	1,234	*224	*15.36
Bagotville	2,204	1,193	118.00
Baie St. Paul	2,296	439	23.64
Beauceville	1,448	*229	*3.65
Beauharnois	2,248	143	6.79
Bedford	1,673	241	16.82
Beloeil	1,443	*98	*6.35
Berthier	2,184	819	63.59
Black Lake	2,623	*22	*.83
Bromptonville	2,595	1,356	109.44
Buckingham	3,827	*27	*.70
Chateauguay	1,109	.....	.....
Chicoutimi	8,925	3,045	51.78
Coaticook	3,554	389	12.29
Cookshire	949	*47	*4.71
Courville	1,293	.....	.....
Dorion	923	292	46.27
Drummondville	2,851	1,126	65.27
East Angus	3,802	.....	.....
Farnham	3,308	*252	*8.07
Greenfield Park	1,112	.....	.....
Huntingdon	1,399	134	10.59
Iberville	2,458	553	29.02
Jonquieres	4,851	2,497	106.07
Kenogami	2,550	.....	.....
Lachute	2,587	180	7.47
Laprairie	2,154	*234	*9.79
L'Assomption	1,317	*430	*24.61
Laurentides	1,150	22	1.95
Laval des Rapides	2,069	.....	.....
La Tuque	5,603	2,669	70.95
Louisville	1,772	97	5.79
Lennoxville	1,554	343	27.22
Marieville	1,741	154	9.70
Megantic	2,605	206	8.58
Montreal South	1,035	245	31.01
Montmagny	4,125	1,508	57.62
Nicolet	1,858	*735	*17.34
Port Alfred	1,200	.....	.....
Richmond	2,449	274	12.59
Rigaud	939	83	9.69
Rimouski	3,602	505	16.30
Roberval	2,069	332	19.11
Scotstown	987	54	5.75
St. Agathe des Monts	2,812	792	39.20
St. Jerome	5,491	2,018	58.10
St. Therese	3,035	915	43.16
St. Ours	618	*4	*.64
St. Rose	1,993	513	34.66
St. Tite	1,780	342	23.78
Terrebonne	2,043	53	2.66
Trois Pistoles	1,452	.....	.....
Vaudreuil	466	22	4.95
Waterloo	2,055	172	9.11
Windsor Mills	2,330	97	4.34

✣ ✣ ✣

Toronto's Population 519,290

The population of Toronto has shown an increase of 35.71 per cent in the last ten years according to revised figures issued by the Dominion Bureau of Statistics. The 1921 population is now given as 519,290 as compared with 381,900 in 1911.

✣ ✣ ✣

J. K. Smith, formerly with the Acadia Sugar Company, has recently been appointed manager of the Transportation Bureau of the Montreal Board of Trade.

The Goodwill of the Subscriber

The merit and influence of *The Farmer's Advocate* and *Home Magazine* is demonstrated in the large number of commendatory letters received each day from our subscribers.

We have selected a few letters at random which are reproduced below. These are examples of the unsolicited testimony that accompanies the average renewal subscription to the *Advocate*. Read them over.

We cannot do without the *Farmer's Advocate* no more than we can do without our daily food.

H. W. Payne.

Collingwood Cor., N.S.
Dec. 21, 1921.

The Advocate has come into my home for nearly 50 years and to my father before that. I do not want to be without it.

Mrs. Hugh Thomson.

St. Marys, Ont.
Dec. 22, 1921.

Am sending my subscription to your most valuable paper for three years. Have been a subscriber for forty years and am pleased to say that it becomes better in every way as time speeds on. The stand for uprightness as enunciated by its illustrious founder has been steadily maintained and advanced. No rivals can compete. Wishing you every success.

W. J. Stockdale.

Bridgeburg, Ont.
January 13, 1922.

I did not get the *Farmer's Advocate* this year and I have missed it so much I have decided not to be without it again. You will find enclosed $3.00.

Thos. McBeth.

Cottam, R. No. 3, Ont.
December 17, 1921.

Your Xmas Number is fine, in fact every number is and we feel as if we cannot get along without the paper.

H. B. Wadman.

Bedeque, P.E.I.
December 20, 1921.

The reading matter in the Xmas Number was the best yet. I admire the independent stand you take in everything, while as a practical farm paper I don't think there is an equal to the *Advocate*. Enclosed find $3.00.

Fred Dow.

Lawrence Station, N.B.
January 9, 1922.

The William Weld Company, Limited

Member A.B.C. Since Start

London **Canada**

Publishers

1866 1922

THE FARMER'S ADVOCATE AND HOME MAGAZINE

PERSEVERE AND SUCCEED FOUNDED 1866

LONDON **CANADA**

"The Paper with a Purpose"

Born and Developed with the Dominion of Canada

"Sorry, madame, but we don't carry Brown's"

When a dealer smilingly informs a customer that he does not carry the product that the Brown Company is advertising, he is, in effect, canceling the advertising this company is doing. So far as he is concerned, the advertising appropriation is a sheer waste of money.

As dealer distribution is vital to the success of any advertising campaign where the consumer buys through the dealer. From the "Chicago Herald Examiner" advertisement in "Printers Ink"

Trade Papers are Vital

Make certain of success by using established business trade papers in your campaign

Hugh C. MacLean Publications

LIMITED

Chicago
Boston

TORONTO

Montreal
New York

Contract Record & Engineering Review
Canada Lumberman
Electrical News *Canadian Woodworker*
Footwear in Canada

Maclean Building Reports

Daily Advance Information on Construction covering whole Dominion

HUGH C. MACLEAN WESTERN

LIMITED

VANCOUVER WINNIPEG CALGARY

Western Lumberman
Western Canada Coal Review
Commercial & Retail Merchants' Review
Western Canada Contractor & Builder

Manitoba Will Not Renew Net Profits Tax

The net profits tax, providing for a levy of 2 per cent. on incomes of all business concerns in Manitoba, has expired, and will not be renewed, it is learned, owing to the difficulties of collection and small returns. A bill has been introduced into the legislature providing for a tax on personal income to take its place.

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Good sized copy for Copenhagen Chewing Tobacco is being sent out to dailies by A. McKim Ltd., Montreal, for the Imperial Tobacco Products Corporation.

✣ ✣ ✣

Power Alexander & Jenkins Co., advertising agents, Detroit, Mich., have recently sent out copy to Canadian publications for Grants Vita-Vim, manufactured by the Grant Laboratories of that city.

✣ ✣ ✣

The Liberty Packing Co., Montreal, are putting out their own brand of Malt Extract and Hops. A. McKim Ltd., Montreal, has recently sent out a limited newspaper campaign.

✣ ✣ ✣

John Goodwillie, of John Goodwillie & Sons, jam manufacturers, Welland, Ont., died at his home in that city on Jan. 15, aged 58.

✣ ✣ ✣

Flavoral Extracts, a new line of extracts in tubes, are being marketed by the Grid Manufacturing Co., Montreal.

✣ ✣ ✣

John Hepner, of Stevens-Hepner Ltd., Port Elgin, Ont., died January 19 in his 73rd year.

✣ ✣ ✣

W. H. Dunn Co., Montreal and Toronto, have been appointed selling agents for the Canada Nut Co., Vancouver, manufacturers of Squirrel Brand peanut butter.

✣ ✣ ✣

H. R. Fisher has succeeded E. R. Colbert as manager of the Gummed Paper Company, Brampton, Ont.

✣ ✣ ✣

The head office of the Canadian Postum Cereal Co. Ltd., has been moved from Windsor, Ont., to 45 Front Street East, Toronto.

✣ ✣ ✣

Non-Al-Co Extracts are another new line of extracts on the Canadian market, manufactured by the Wilson Chemical Co., St. John, N.B.

✣ ✣ ✣

C. H. Johnson, general manager of the Curtis Company Limited, advertising service, Windsor, died at his home on January 13th.

✣ ✣ ✣

The Moovit Drug Company, Montreal, are now placing copy for "Redmac" direct.

✣ ✣ ✣

The James Fisher Co. Ltd., advertising agents, Toronto, are preparing a campaign for the Sheet Metal Products Co. of Canada Ltd. It is said to be the largest campaign this company has undertaken.

✣ ✣ ✣

A. B. Calendar has resigned as sales manager of the Louden Machinery Co., Guelph.

✣ ✣ ✣

New contracts for Lowe Bros. Ltd., Toronto, have recently been sent out by Consolidated Advertising Service, Toronto.

Push *plus* Pull with Magazine Advertising

HOW much *push* can a dealer give your goods when his clerks are making sales at the rate of one every two minutes?

The average dealer carries several hundreds—in some cases several thousands—of different articles in stock; he cannot possibly tell the story of each one of these products to the public.

He can *push* your product only when consumers start to *pull* from the other side of the counter. *You* must create the pull of consumer demand. Yet it must be remembered that the *majority* of consumers will not demand goods by brand names.

There are, however, in every community, influential groups of alert-minded "particular" shoppers, who *do* ask and insist on getting advertised brands. These few have more effect on what the dealer stocks and pushes *than all the rest of his customers combined.*

Magazines reach these groups of alert consumers in the chief trading centres of Canada. The magazines of national influence listed here permit the employment of a selling force of highest possible effectiveness with the greatest economy.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodical Association, 70 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

IN APPRECIATION

In spite of adverse conditions

Over 265 National Advertisers

used THE TIMES - JOURNAL in their advertising campaigns and to such an extent that the volume was well maintained as compared with the previous year.

This is Convincing

evidence of the confidence national advertisers have in the advertising value of THE TIMES-JOURNAL, and in expressing appreciation, assurance is given of continued co-operation and service.

Yours for 1922

The Times-Journal of St. Thomas, Ltd.

Daily Net Circulation over 9,100

The Belgium of Canada

Belgium was the smallest and the most thickly settled country in Europe before the war. In Canada the same is true of Prince Edward Island. Its dense population means that every acre is productive. Production means prosperity. The people of P.E.I. have the largest Bank accounts per capita in the world. Reach them through—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

What Publishers Are Doing

A complimentary banquet was tendered to W. A. Buchanan, managing director of the Lethbridge *Herald*, on Friday, January 13, by the staff of that paper.

The Jan. 21st issue of the Montreal *Star* carried a ten-page automobile section in connection with the Motor Show being held in that city from Jan. 21 to 28.

Four pages of the Jan. 21st issue of the London *Free Press* were devoted to engravings and letterpress descriptive of the paper's plant and staff. The history of the paper from the time, 74 years ago, when it commenced publication as a weekly is interestingly told.

Adam F. Penton, 60 Adelaide Street E., Toronto, publisher of *Aviation News*, *Canadian Ford Owner* and *Canadian Motor Boat*, has started a paper called *Canadian Exporter* The first issue is dated January.

* * *

R. G. Long & Co. to be Wound Up

Creditors of R. G. Long and Co., Ltd., Toronto, have named the Trust and Guarantee Co. as permanent liquidators and the company is to be wound up. It has been reported that the liabilities may reach $750,000 although it is expected that the assets will be sufficient to pay all the creditors in full.

* * *

"Marking Act" Postponed

Although the new Dominion Government came in on a programme which included the abolition of government by orders-in-council one of its first acts was to pass an order-in-council further postponing the operation of the "Marking Act."

* * *

Trip to West Indies Planned by Canadian Manufacturers

A two months tour of the West Indian Islands is being planned under the auspices of the Canadian Manufacturers' Association, with the object of investigating the possibilities of increasing trade between Canada and the islands. The party will leave Halifax Feb. 17th and be away two months.

* * *

The U.S. Advertising Corporation, Toledo, has secured the accounts of the Toledo Scale Company and the U.S. Light & Heat Corporation.

* * *

L. W. Allen, formerly with the Toronto office of the Curtis Co. Ltd., Windsor, has joined the sales staff of Grip Ltd., engravers, Toronto.

* * *

G. H. MacFarlane has been elected president of the E. W. Gillett Co. Ltd., Toronto, succeeding Wm. Dobie who has resigned after 42 years' active service with the company.

* * *

J. C. Edwards, connected with the MacLean Publishing Co. for the past ten and a half years, and for the past six with *Hardware & Metal*, has been appointed Toronto representative for The Reid Press Ltd., Hamilton, with headquarters at 8 Dominion Bank Chambers.

We told you in the
January 15th issue of *Marketing*
where the circulation of

The Brantford Expositor

was distributed

We now want to tell you that the Rate is only THREE CENTS A LINE.

Net Paid Circulation - 10,200
Rate per line - - - .03
Milline rate - - - - 3.06

YOU CANNOT GET A BETTER BUY

Expansion

Beginning February 6th, The Farmers' Sun will be published *three times a week* on Tuesdays, Thursdays and Saturdays.

About 2½ years ago the old Weekly Sun was taken over by The Farmers' Publishing Co. and changed to The Farmers' Sun. Two years ago, it began to publish twice-a-week. On February 6th we are taking *another forward step*, and will publish tri-weekly. During those 2½ years, The Sun's circulation has increased from 11,000 to over 40,000 (A.B.C.), and this without the aid of premiums or subscription canvassers.

What We Have To Offer Advertisers

1—The largest farm paper circulation in Ontario.

2—The lowest line rate per thousand of circulation.

3—Reader interest—because our readers are shareholders.

4—During the month of December, The Sun carried 10,484 more lines of advertising than any other Ontario farm paper.

The

Farmers' Sun

299 Queen Street West
Toronto, Canada.

Member A.B.C.

24 Canadian Newspapers Show Circulation

A comparison of Canadian newspaper circulations as shown in the analysis published in the January 1st issue of MARKETING, contrasted with the former analysis printed in our July 15th issue, indicates that generally there has been a slight falling off of circulation during the six months period between these two tabulations. Only A.B.C. papers were listed and the figures given were for the six months ended March 31st and September 30th, 1921, respectively.

Eighteen dailies showed slight gains, while six showed quite marked increases. The most conspicuous gain is recorded for the Toronto *Mail and Empire*, which paper purchased on April 11, 1921, the *Daily World*, taking over a subscription list of approximately 24,000. That the *Mail and Empire* has been able to consolidate most of this circulation is one of the outstanding features of Canadian journalism in 1921. For the six months period mentioned its gain in total distribution is 20,645. The A.B.C. report just issued, covering 12 months ended Sept. 30th, 1921, shows a gain of 21,035 for the 3rd quarter of 1921 as compared with the third quarter of 1920.

The newspaper situation in Toronto this past year has been unique in the annals of newspaperdom. Toronto is the only city in the Dominion to show general circulation gains, every newspaper registering marked increases. The average total distribution figures for six months periods —quoted from two analyses by MARKETING—are as follows:

	March	Sept	Gain
Globe	91,295	101,247	9,952
Mail & Empire	85,496	106,141	20,645
Star—Evening	96,786	101,637	4,851
Star—Sunday	112,324	126,319	13,995
Telegram	101,464	105,119	3,655

During the same period *The Gazette*, Montreal, showed a gain of 3,210, and other papers showing lesser increases are as follows: Edmonton *Bulletin* (evening), Edmonton *Journal*, Vancouver *Sun* (morning and Sunday), Victoria *Colonist* (morning and Sunday), Victoria *Times*, St. John *Telegraph*, St. John *Times-Star*, Halifax *Herald*, Kingston *Whig*, Kitchener *Record*, London *Advertiser* (morning), Ottawa *Journal* (morning), Charlottetown *Examiner*, Montreal *Le Canada*, Montreal *Herald*, and Windsor *Border Cities Star*.

Gains were shown by eleven evening papers, ten morning papers, and three week-end papers.

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Cost of Living Drops

The average cost of a family budget of 29 staple foods in 69 Canadian cities dropped to $11 in December 1921, as compared with $11.08 in November, $14.84 in Dec., 1920, $14.73 in Dec., 1919; $13.65 in Dec., 1918, and $6.96 in Dec., 1914. Figures for the month of December, compiled by the Dominion Department of Labor show that the index number of wholesale prices was slightly increased, while the average retail cost of food was slightly decreased.

✣ ✣ ✣

Silverwoods Limited and Ontario Creameries Limited, of London, are both planning the erection of large plants this spring with the object of getting a much larger share of the ice cream trade in Western Ontario. At present Toronto firms are strong competitors.

"Electric Home" Sells Equipment

From January 21 to February 4, the Electric Home League, Toronto, is exhibiting an "electric home" in one of the high-class residential districts of the city. A modern bungalow, completely furnished, is being used for the purpose, which is to demonstrate all electrical equipment that lightens housework, safeguards health and adds to the comfort and health of the entire household.

The home is scientifically lighted with fixtures that add charm to the decorative and furnishing scheme, and it is an object lesson on how proper wiring makes electricity an efficient servant in the house. Nothing is for sale in the Electric Home, although the house as furnished and equipped will be sold after the exhibition closes. Expert attendants are in waiting to answer questions and to show every advantage which low-priced electricity makes possible in any home which is properly wired and in which an adequate supply of well-located convenient outlets are installed. The exhibit is not spectacular in any sense, but is intended merely to show what can be done electrically in a well planned, well built, tastefully furnished house of the better class.

Toronto Hydro Electric System is responsible for the organization of the Electric Home League consisting of electrical manufacturers, jobbers and Toronto dealers. Newspaper advertising is being carried in the Toronto papers during the exhibit week. The League is not operating nationally although it is anticipated that the movement will be taken up in other centres.

Large copy signed by the Electric Home League has appeared in all the Toronto papers, placed by J. J. Gibbons Ltd.

✣ ✣ ✣

M. E. Adamson, formerly business manager of the *Winnipeg Tribune*, and later of the *Detroit Times*, is now associated with the Geo. M. Savage Advertising Agency, Buhl Building, Detroit.

✣ ✣ ✣

In the opinion of 150 prominent Canadian manufacturers, quoted in the January issue of Industrial Canada, Canada has seen the worst of the depression and from now on a steady improvement is anticipated. High freight rates and low prices for agricultural products are regarded as the principal obstacles in the way of a more rapid recovery.

✣ ✣ ✣

The Hamilton Advertisers' Agency Ltd., has recently secured the advertising accounts of the following firms: Tropical Food & Chemical Company, Kitchener, now using space in dailies; the Banwell-Hoxie Wire Fence Co., Ltd., Hamilton; the Repeater 6-Fuse Plug Co. of Canada, Burlington, and Automatic Appliance Ltd., Hamilton.

✣ ✣ ✣

The Real Advertising Co. Ltd., is included among the recent incorporations gazetted in Montreal. Winnipeg Envelopes Ltd., has been incorporated in Winnipeg, capitalized at $200,000; the Federal Publishing Co. Ltd., $45,000, Ottawa; British Commonwealth Publishers Ltd., $50,000, Ottawa; and Elizabeth Best Confections Ltd., $100,000 Peterboro. The latter company will market their confections through their own stores in the manner made familiar by the Laura Secord Studios.

The Ottawa Paper that Every Member of the Family prefers--- is the one that pays biggest dividends to the thinking Advertiser

Father likes it---
Mother likes it---
Sister likes it---
Brother likes it---

and they all insist on having it and reading it daily

The CITIZEN is Ottawa's Greatest Home Paper

25,500
Citizens
are circulated
in the city
and suburbs
Daily

TOTAL
CIRCULATION
EXCEEDS
29,400

THE problem of every advertiser is to get his message into the homes. To get it into the best homes—the homes of the people who are the backbone of the community. For the members of these homes represent the City's buying power.

And this purpose is accomplished in Ottawa when the advertising columns of the Citizen are used. For it has all the news that's fit to print—everything having close editorial scrutiny in both its news and advertising columns.

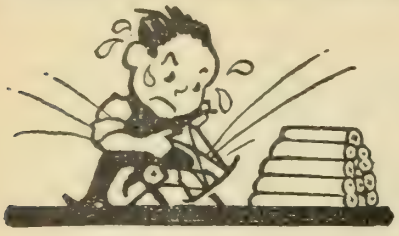
In it you will find everything that is going on in the world or in the city—with nothing objectionable that any member of the family cannot read.

When allotting your advertising appropriation for Ottawa and surrounding territory you will get your biggest results by spending it in

The Citizen

Ottawa's Foremost Home Newspapers

The Morning Citizen — **Ottawa** — **The Evening Citizen**



WE have proved to our satisfaction that there is ample business in the country, but it requires both work and advertising to get a fair share of it.

S·D&M LIMITED

SMITH, DENNE & MOORE
Limited
General Advertising Agents
TORONTO—Lumsden Bldg.
Montreal New York London

Because it is

SOLIDLY dependable
Sure in getting results
atisfactory in every way

National advertisers prefer—

The
Daily British Whig

as their sales-producing medium for Eastern Ontario.

It has become Kingston's biggest newspaper because of a steadily growing A.B.C. circulation and because it is a home newspaper that, selling on its merits alone, covers the King-ton territory like a blanket.

To Increase Co-operative Insurance Advertising

THE need for well educated, well trained and well equipped salesmen, and "institutional advertising" in the life insurance field was emphasized by Herbert C. Cox in his presidential address at the annual meeting of the Canada Life Assurance Company held in Toronto last month.

"Life assurance and what it accomplishes appeals to the common sense of the people, but it is curious that, although no persuasion is required to induce one while alive to provide the daily necessities for his family," said the speaker, "much influence must be exerted before he is prevailed upon to make certain similar provision when he has gone. Hence the need for well educated, well trained and well equipped salesmen who can command the respect and confidence of the public and who can portray lucidly and accurately the salient features and advantages of the co-operation made possible through the life assurance company. Happily the standard of character and preparedness in company representatives is rapidly rising and is influencing not only the volume but the selection of business with its effect upon the death rate."

The report also pointed out that, in spite of the enormous amount of insurance sold annually, the total protection carried by the people of this continent is woefully inadequate, not more than six in each hundred being sufficiently covered. In Canada the total assurances carried are $3,000,000,000, or slightly more than the National Debt.

With a market so far removed from the "saturation point," advertising naturally comes in for consideration, and Mr. Cox's remarks under that head were illuminating.

"An interesting experiment, new to life assurance," he said, but already successful in other businesses, was tried during the last few months, in the form of what has been termed "Institutional Advertising" or general publicity in the daily Press throughout the country. The expense was shared by the companies upon an agreed basis and the result has been so favorable that it has been decided to continue the campaign, but on an enlarged scale, for the ensuing year. The undertaking is managed and the copy prepared by a representative committee of the companies—men who have a knowledgeable connection with the business they represent and with the public they address. This recognition of a common ground and common aim must create a more healthy atmosphere, in which the prospective assurer will see more clearly the great institution of life assurance with all it conveys and in which the salesman will be free to urge the service he offers rather than the competitive qualities of individual companies. If the people are to be insured as they should be there is not only ample room but great need for every company."

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Death of R. A. Pringle

R. A. Pringle, K. C. Paper controller for Canada during the war died at Ottawa January 11.

✣ ✣ ✣

Alfred E. Clark, of Toronto, has been elected president of the Canadian Lumbermen's Association, succeeding Dan McLachlin of Arnprior.

Canada Leads in A.B.C. Membership

Figures recently issued showing the total number of publications of all classes printed in the United States and Canada permit a comparison of the number of A. B. C. members in both countries in proportion to the total number. It is generally known that the proportion is larger in Canada, although this statement is rarely seen with actual figures to support it. Here they are:

Total publications in U.S.....	20.887
Number of A.B.C. members..	1,107
Percentage of A.B.C. members. ..	5.3%
Total publications in Canada.. ..	1,466
Number of A.B.C. members..	124
Percentage of A.B.C. members...	8.4%

Statistics showing the number of publications in the various classes in both countries at the commencement of 1922 are as follows:

	U.S.	Canada
Daily	2382	135
Tri-Weekly	85	9
Semi-Weekly	496	36
Weekly	13660	973
Fortnightly	97	5
Semi-Monthly	315	33
Monthly	3262	255
Bi-Monthly	118	2
Quarterly	394	16
Miscellaneous	78	2
Total	20887	1466
Number of Towns in which papers are published	10025	755

✣ ✣ ✣

Publicity Bureau Formed in Toronto

Five hundred representative business men attended a dinner at the King Edward Hotel, Toronto, Jan. 24, for the purpose of organizing a Publicity Bureau to boost the city. Over $16.000 was subscribed by those present as the nucleus of a fund. Under the leadership of the Board of Trade, and with the hearty co-operation of a group of business organizations of various kinds, the Bureau intends to make Toronto known the world over, encourage the investment of capital, and make the city attractive as a residential centre.

✣ ✣ ✣

Canada's Trade in 1921

Exports from Canada exceeded imports by $55.231.963 during 1921, but the heavy decline in the total volume of business offsets this favorable change in the balance of trade. Exports declined from $1.289.536.450 in 1920 to $880.458.548, and imports fell off from $1,345.592.300 to $825.226.585.

The figures establish that we bought from the United States practically twice as much as we sold that country, and that we sold to Great Britain practically three times what we bought from her.

✣ ✣ ✣

Copy for Gutta Percha & Rubber Ltd., Toronto, is now being prepared by the E. Sterling Dean Advertising Agency, Toronto, and will appear in dailies and farm papers about March 1st.

✣ ✣ ✣

The Financial Advertising Co. of Canada, Toronto, will be sending out the report of the annual meeting of the Standard Bank of Canada towards the end of February. The list is now being made up.

There is Pay-Ore Here for Advertisers

Business-men who know, state that conditions in British Columbia are exceptionally good just now when compared to many of the other Provinces. The surface conditions like an outcropping of ore, often indicate a good place to dig. And, if the Advertiser will dig in British Columbia at the present time, he is certain to strike a big body of Pay-ore.

B.C.'s Wealth in 1921 :—

AGRICULTURE..	$ 75,000,000
Livestock..	8,000,000
Dairy Products.	4,250,000
Apples, Peaches... ..	10,000,000
Small Fruits..	1,325,000
Hay, Wheat, Potatoes, etc	51,425,000
GOLD..	3,155,140
SILVER..	1,611,152
COPPER..	4,127,312
LEAD..	1,754,400
ZINC..	1,723,000
COAL..	11,432,644
LUMBER (estimated)..	68,432,077
PULP AND PAPER...	8,500,000
SALMON (Fisheries Returns Incomplete)..	5,500,000
HALIBUT..	4,000,000
B.C. BANK CLEARINGS .	**$1,000,000,000**
Manufactured Products . .	**225,000,000**

THE VANCOUVER DAILY WORLD—essentially a Home Paper—reaches over 100,000 good prospects. Complete information upon request.

Vancouver Daily World

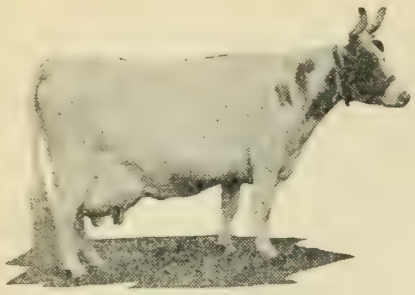
FOR INFORMATION

Eastern Agent

J. B. Rathbone

95 King East, TORONTO. 317 Transportation Bldg., MONTREAL.

And Recognized Agencies



Responsive Readers—

The readers of *Farm and Dairy* are not tricked tnto reading the paper. We offer no premiums, neither do we conduct any circulation contests. Only 2% of our circulation is secured by canvassers. FARM AND DAIRY readers purchase the paper of their own free will. They respond without being forced. They will respond to your advertising in the same way.

FARM & DAIRY

The National Dairy Magazine

Member A.B.C.
Reports on request.

PETERBORO, ONTARIO

Record Year For Failures

From the standpoint of liabilities the commercial casualty figures for 1921 announced by R. G. Dun & Co., reach an unprecedented total.

In point of actual number of bankruptcies, the years 1914 and 1915 still exceed any other period, but the $73,299,111 total of liabilities involved in last year's failures stand 75 per cent. higher than the next worst total of $41,162,321 recorded in 1915.

The figures in detail follow:

		Assets	Liabilities
Ontario	579	$25,526,625	$24,798,148
Quebec	1015	18,567,364	29,206,412
British Col.	125	2,991,749	3,945,186
Nova Scotia	116	1,300,511	3,290,508
Newfoundland	72	2,043,910	3,064,174
Manitoba	159	2,560,460	3,064,174
New Brunswick	51	578,605	685,351
Prince E. I.	7	26,300	79,888
Alberta	135	1,731,378	1,646,243
Saskatchewan	192	1,831,495	2,231,230
Total 1921	2451	$57,158,397	$73,299,111
" 1920	1078	$18,569,516	$26,494,301
" 1919	755	10,741,441	16,256,259
" 1918	873	11,251,341	14,502,477
" 1917	1097	13,051,900	18,241,465
" 1916	1685	19,670,542	25,069,534
" 1915	2661	39,526,358	41,162,321
" 1914	2898	30,909,563	35,045,095
" 1913	1719	12,658,979	16,979,106
" 1912	1387	8,783,409	12,316,936
" 1911	1332	9,964,604	13,491,196
" 1910	1262	11,013,396	14,514,650

* * *

Will Trade-Mark Ontario Honey

The distribution and sale of Ontario honey on a co-operative basis has been decided on by the Ontario Bee-Keepers' Association. The honey will have a registered brand and will be plainly graded, each package having a distinguishing number so that it can be traced to the producer.

* * *

Shoe Manufacturers Want National Emblem

A prize of $100 has been offered by the Shoe Manufacturers' Association of Canada for an emblem or design to be utilized on their stationery and in the advertising matter of the organization.

* * *

Tire Makers Lower Costs But Not Prices

In an effort to lower cost of distribution, a number of Canadian tire makers have announced their intention to eliminate the wholesaler and sell direct to the retail distributor, announces *Hardware & Metal*. In the majority of instances the manufacturers will maintain their own branches for distribution. The only benefit promised the tire user is "better service." No prospect of any reduction in the retail price of tires is held out. It is claimed merely that trade conditions do not warrant the paying of the jobbers' discount.

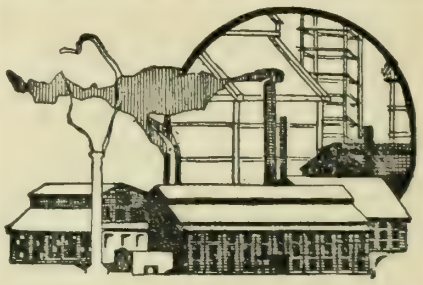
* * *

T. B. Gleave has recently assumed the duties of general sales manager for the Blatchford Calf Meal Co. of Canada, Toronto, succeeding Mr. Curran, who has gone into the brokerage business.

Rich Reward

awaits those who can render service to their fellowmen, but it is essential that you let your fellowmen know that you can serve them efficiently and well. I am ready to serve you in conveying your message for greater service to the people. Now is the opportune time to extend your field of usefulness.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559



SOUTH WATERLOO

An Industrial District

In this area are to be found manufacturing concerns that represent practically every industrial line and they employ only highly skilled artisans who are industrious, thrifty and enterprising.

The number of factories total 109 and are distributed in location as follows:—Galt 70, Preston 24, Hespeler 10, Ayr 5. Advertisers seeking more detailed information are requested to consult our Service Department.

The people of South Waterloo are reached by only ONE daily newspaper.

THE GALT DAILY REPORTER

(Member A.B.C.)

GALT ONT.

U.S. Representative
GEO. B. DAVID INC.,
171 Madison Ave,
New York City, U.S.A.

Canadian Representative
H. E. SMALLPIECE
32 Church St.,
Toronto, Ont.

British Firms Ready To Locate Factories In Canada

Major C. Snell of the Birmingham Small Arms Co., England, representing nine firms who are considering locating in Canada, addressed the fourth annual meeting of the Western Ontario united boards of trade at Woodstock, Jan. 20. He said that many British manufacturers were convinced that the time was ripe to handle their Canadian trade through Canadian establishments.

Major Snell criticized a booklet published by the Department of Trade & Commerce at Ottawa, advertising the trade possibilities of this country. He said it was "nicely got up" but was "an absolute waste of money" as far as attracting manufacturers to Canada is concerned. The convention voted their executive committee power to commence a publicity campaign in Great Britain when they are satisfied that the opportune time has arrived.

* * *

Women's Century For Sale By Tender

Tenders have been invited for the purchase of the *Woman's Century* by F. C. Clarkson, trustee for the company in bankruptcy. The official notice states that the subscription list numbers "approximately 29,000."

* * *

New Paper In Cobalt

The first issue of *The Northern News* appeared in Cobalt on Friday, Jan. 20, and will be published every Friday in six-column format. The paper is issued by the same firm which publishes *The Northern Miner*.

* * *

Motor Spring Lubri-Gaiters Limited, manufacturers of leather casings for automobile springs, have placed their account with the Montreal office of Smith, Denne & Moore. Trade papers will be used at the commencement, followed by a campaign to the consumer.

* * *

F. J. Wolfe, who won his way from the position of an office clerk to his appointment in 1921 as general sales manager of Imperial Oil Limited, was recently elected a director of the company.

* * *

The Canadian Peerless Jewelry Co., Sherbrooke, Que., have recently had a motion picture film taken of the important phases of jewelry manufacture in their plant. The picture is intended for use at conventions, and will also be loaned to dealers for local display.

* * *

The net natural increase of population in Canada during the first six months of 1921 was 47,427, according to figures just issued by the Dominion Bureau of Statistics. Births numbered 82,134 and deaths 34,707. The month of March was distinguished for the greatest number of both births and deaths during this period.

* * *

The Winnipeg Rotary Club is running a series of newspaper advertisements contributed by the Frank Presbrey Advertising Agency, New York, to the "Prosperity Is Just 'Round The Corner" campaign now being prosecuted by International Rotary. The *Manitoba Free Press* donated space for the first advertisement of the series.

Le Bulletin des Agriculteurs

French Canada's Only Farm Weekly

PUBLISHED EVERY SATURDAY

Circulation over 16,000

63 Rue William
MONTREAL

Member of
A.B.C.

It Can't Be Done!

You can't cover Quebec City by using one newspaper. You can't cover it by using one French and one English paper.

Because

the city circulation of the largest French paper is 13,000. The city circulation of L'EVENEMENT is 9,000. Only 16% of the circulation of L'EVENEMENT duplicates that of the other French paper.

Therefore

7,560 families in Quebec City—between 40,000 and 50,000 people, admittedly the very best of the buying population—can be reached only through

L'EVENEMENT

QUEBEC

Can You Afford Not To Use It?

More Visitors than Beds

In Quebec They Reads the Ads—Then Buy

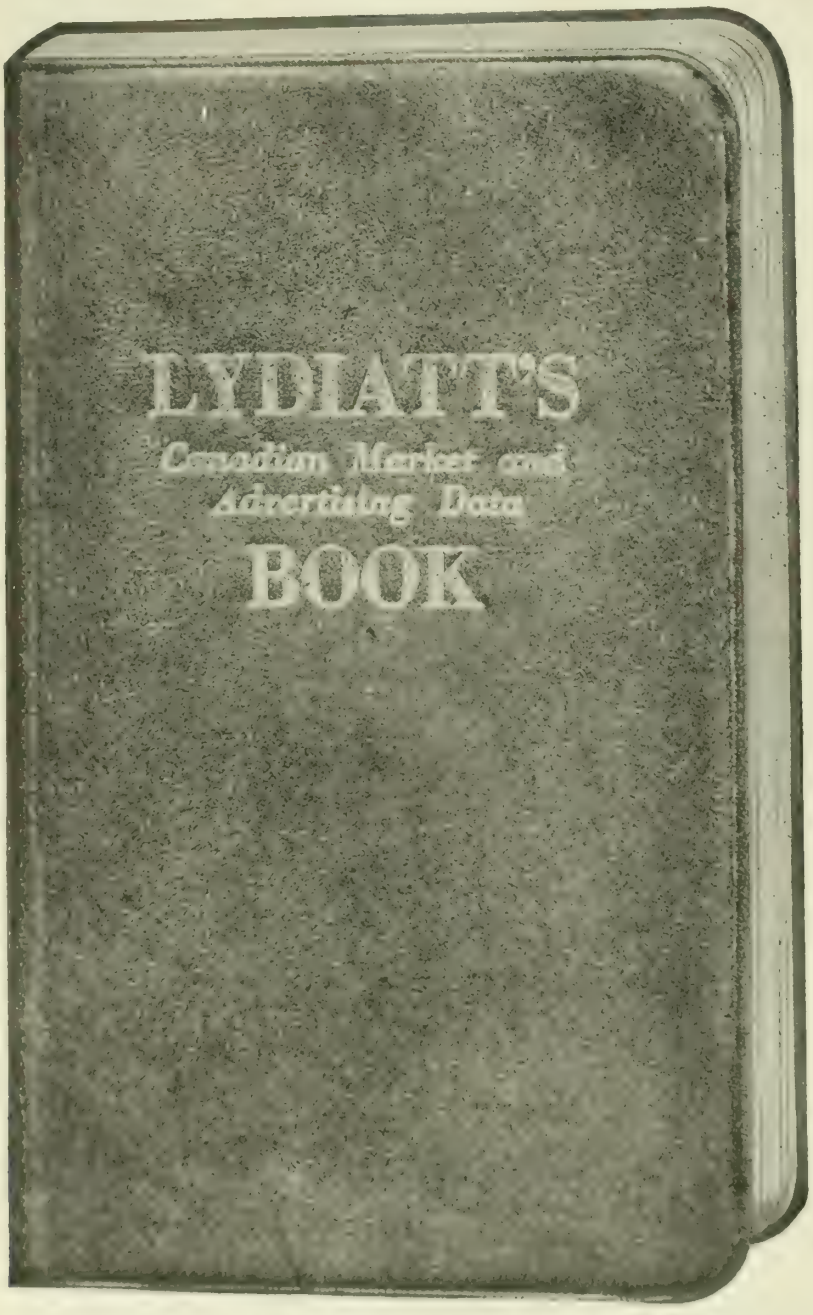
SO many visitors to Quebec that they're adding over 300 rooms to the Chateau Frontenac, and Canada Hotels, Ltd. will build a new, million-and-a-half dollar structure in Quebec City. Increased hotel accommodation is a guidepost to Better Business.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

"Notably Accurate!"

"We think your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information, and generally most useful for anyone engaged in the work of advertising,"

—Mather & Crowther, Ltd., London, England



The Ready Reference Desk Book Of Hundreds Of Advertisers

416 Pages. Pocket Size. Leather Bound. $5.00 a Copy.

Obtainable Only From The Publishers

MARKETING PUBLISHERS LIMITED, 53 Yonge St., Toronto

Our New Coat Of Arms

Little attention has been paid in Canada to the new coat-of-arms which has recently been authorized by royal patent. The *New York Times*, in an editorial, makes the following interesting comment:

"Canada starts the new year not only with a new Government in control, but with a brand new coat-of-arms for that Government's official seal. A royal proclamation has declared obsolete the former crest, a composite arrangement of the different provincial coats-of-arms, which, with the creation of each additional province, came to have something of the aspect of a patchwork quilt. Its successor, authorized by the same royal patent, emblazons the characteristic chivalric symbols of the four great nations from which the present Dominion sprang, England, Scotland, Ireland and France, and unites them with the native emblem, the maple leaf. The design thus links the ancient memories of twelfth century Plantagenet battlefields with the later glory of Vimy Ridge.

"The main crest has as its supporter on the right the royal lion of England upholding the Union Flag, while on the left the "auld alliance" of France and Scotland stands typified by the Scottish Unicorn holding aloft another flag, the one that formerly flew from the high ramparts of Quebec, the fleur-de-lys of Royal France. These, the announcements point out, now reappear in a British crest for the first time since 1799, when King George III. discarded them as being a meaningless survival of King Edward III's. claim to the crown of St. Louis. Their present reappearance is far from meaningless and will serve to remind Canadians of the future of those great Canadians of the past, Champlain, Cartier, La Salle, Frontenac and Montcalm, who laid so firmly the foundations of the nation which now, as the motto on the new coat-of-arms proclaims, stretches "A mari usque ad mare."

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United Farmers Of Alberta To Publish Own Organ

At the convention of the United Farmers of Alberta held in Calgary, Jan. 18-21, the question of establishing an official organ was revived and the convention, which has more than once discussed and even decided to go ahead with the plan, again endorsed the proposal.

The central office suggested a paper 8½ x 11 inches, printed on newsprint, to be issued monthly or as occasion demanded, to contain the official bulletins, announcements and general propaganda of the organization; the subscription price to be part of the membership fee.

In supporting the plan of the executive, President Wood passed some scathing remarks on the press. The absence of newspaper support, he said, had been one of the main causes of the success of the U.F.A. in the political field.

A delegate wanted to know why they should go into the publishing business if the success of the organization was due to the absence of newspaper support. Mr. Wood replied that he understood the question but didn't catch the drift of it. Eventually the plan of the executive was endorsed by the convention with some dissatisfaction because a censorship was to be exercised over letters to the editor.

Scottish Woollen Trade-Mark Association To Visit Here

The Canadian National Newspapers & Periodicals Association arranged a luncheon in honour of the delegation of the Scottish Woollen Trademark Association now touring this continent. Seventeen manufacturers comprise the party, which arrived in America on Jan. 9th. Official Canadian headquarters of the delegation have been established at the Hotel Windsor, Montreal.

The Scottish Woollen Trademark Association does not sell or control prices, nor trade in any way whatever. Its sole purpose is to administer the trade mark under the Board of Trade regulations. Membership is open to any Scottish woollen manufacturer who is prepared to comply with these regulations, and the 35 manufacturers who comprise the association (plus six associate members, i.e., yarn spinners) represent about three-fourths of the entire output of woollens in Scotland. The aggregate capital represented by the association is about £4,000,000. The association, since its formation two years ago has spent about £75,000 in advertising the trade mark in the home markets.

The C.N.N. & P.A. luncheon was held at the King Edward Hotel, Friday, Jan. 27. Addresses were given by Sir James Woods, president, Gordon Mackay Co. Ltd.; T. W. Learie of W. R. Johnston & Co. Ltd., and John O'Connor, general manager, Murray-Kay Limited, and by some of the visitors.

* * *

Associated Business Papers, Inc., Insist on A.B.C. Reports

A.B.C. Audits have been established as the standard method of circulation verification required by Associated Business Papers Inc., which includes a few Canadian trade papers. Of the 106 members only 19 are not members of the A.B.C., and they have been given until Jan. 1st, 1923, to secure the necessary audits.

* * *

St. Thomas Merchants Plan To Prevent Fraud

To guard the merchants of St. Thomas from solicitors for undesirable or worthless advertising the Chamber of Commerce has prepared cards setting forth the principles of the chamber governing all solicitations for donations. Subscriptions and donations must be for worthy causes and satisfactory assurance must be given than at least 70 per cent of the gross receipts will go for the cause for which they are solicited.

* * *

The British Columbia Electrical Co-operative Association has doubled its budget for the promotion of the electrical industry in that province during 1922. Their efforts extend to the activities of architects, contractors, dealers and consumers. A campaign for better street lighting, industrial lighting and store lighting will be prosecuted; and in the spring months it is proposed to exhibit an Electrical Home for the education of the public concerning the increased use of electrical appliances, similar to the Home now being advertised in Toronto.

* * *

In spite of efforts of Typographical Union officials, who made strong representations to the Hamilton board of control, the civic printing contract for that city has been awarded to a 48-hour shop.

Are You Getting Your Share of Business from The Province of QUEBEC?

The French-speaking population in Quebec Province represents over 25 per cent. of the population of the whole Dominion of Canada. The French-speaking dealer in Quebec is on friendly terms with his customers, and his recommendation means something. Few advertising campaigns to the consumer in the Province of Quebec can be 100 per cent. efficient unless supported by the co-operation of the French-speaking dealer We are familar with the business situation, and we feel that we can help any manufacturer to solve his distribution problem in the Province of Quebec, and any information that we have is yours if you want it. We invite correspondence.

Established for over 35 years

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French Member A.B.C.

No Missed Insertions

We know the facilities of every periodical in Canada, from the humblest weekly newspaper to the national magazines. We know exactly which papers use Electros, which use Stereos, and which use Mats. No missed insertions on account of wrong shipment. Our shipping department is thoroughly systematized.

THREE COMPLETELY EQUIPPED PLANTS

Montreal	TORONTO	London
54 Juror St.	185 Richmond St. W. Head Office	209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping **Stereotyping** **Lead Moulding**

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

We have a few of our 1922 Calendars left which we shall be pleased to mail to the first applicants

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

The Better the Mailing List the Greater YOUR SALES

If you sell or want to sell in Western Canada, you should mail your Direct Advertising to a Wiggins Systems Mailing List.

They are built and kept revised by our own people right on the ground.

Write or wire us for lists or particulars.

WIGGINS SYSTEMS LIMITED

Complete Mail Advertising Service

Coca Cola Bldg.
Winnipeg
Canada

MARKETING BY MAIL

Items of Interest to Mail Advertising Enthusiasts

Edited by Louis Balsam

Secretary of Direct Mail Advertising Association

The Man At The Top Is Interested

A certain manufacturer sells a machinery product that runs into several hundred dollars per order. For several years his firm has been addressing all its Direct Mail literature to the Purchasing Agent or the Works Manager. The other day, a correspondent suggested that they try a sample mailing addressed to chief executives; that is, the President, Vice-President, Treasurer, etc. This was five months ago.

The results were so much better than they expected that they now make a practice of sending their literature to the chief executive every once in a while.

This is a point well worth earnest consideration of every advertiser. Altogether too often the Purchasing Agent, for personal reasons, cannot "see" a competitive article. The President, Treasurer or Secretary, on the other hand, thoroughly alive to every possible improvement or savings, can bring your article to the attention of the Purchasing Agent in such a way as to give you at least an equal chance to make a sale.

Registering The Bill To Get It Attention

A western furniture dealer who sells on the partial-payment plan sends out his bills to delinquents by registered mail. His experience shows that a registered letter will bring results where in many cases the same letter sent by ordinary first-class mail would meet with no response.

Being Personal In Form Letters

A Philadelphia insurance agent got hold of one of those sets of country celebrities, so common in certain parts of the United States, and took down data about prominent citizens in several surrounding counties.

This material gave him so much worth while background that he was able to send each one a highly personalized form letter, built up on the form paragraph system, requesting an interview.

He was very successful in getting replies, and in a very large percentage of cases, where he made an actual call, he was so well supplied with specific information about the prospect that he had no trouble in signing him up for insurance.

There are many excellent products marketed in smaller towns that could be sold to advantage by personal letters based on the "Country Celebrities" books.

Making It Easy To Order

"Naturally, an order blank always accompanies the first letter of any series we send out," says an advertiser, and goes on to explain: "We make it as easy as we possibly can for the prospect to order.

"The third follow-up letter of the series is also stuffed with an order blank. We find it best to furnish order blanks *in duplicate*, so that customers may have a file copy.

"It is surprising to what extent buyers appreciate thoughtfulness on the part of the seller, as in the case of blanks in duplicate.

"In presenting a line of lathe attachments recently, we found it good policy to show drawings of the turrets on the back of the order blank, so arranged that all necessary measurements could be readily inserted. The front of the blank was complete in every detail, even to spaces to be filled in with repetitions of the various measurements."

Reaching The Logical Buyer Apparently Indirectly

One of the biggest electrical goods merchants in the East sent out a fine folder on washing machines, accompanied by a friendly letter, to a list of 1500 fairly well-to-do husbands.

The gist of the letter was the time-honored query, "Has your wife as much efficiency in your home as you have in your office or factory?"

The folder contained a very fine series of "cuts," showing the washing machine in action, with a very attractive woman, radiant and happy standing by. It contrasted this picture with the regular blue Monday, wherein friend wife wastes much of her energy over a hot, steaming tub.

This mailing brought back 212 replies, requesting further information, prices, terms, etc.,—*from men.*

Incidents like this show us better than any amount of theory that it is possible to reach the ultimate consumer often much more effectively through indirect methods, than it is by appealing directly.

Retailers Demanding Sure-Fire Selling Plans

It will be a long time before merchants will buy and stock up as they did in 1917 and 1919—and to sell a retailer today so he will properly stock your merchandise—you must provide him with a plan to move your merchandise, says Chas. G. Tomerlin, a well known New York advertising man. He is interested more in turnover than he has ever been—turnover to him is the thing that stands out this winter. He wants his investments small—he wants to know that the product will sell"he wants to know how to move it—there are as many plans to move a product as there are products. Each one is an individual case, requires individual treatment—planning. There is no set plan that will cover all.

Then under these three headings, I sum up the answers to my subject:

First: Product—that the consumer wants at a price he can afford to pay and is first and last meritorious.

Second: A plan of publicity that removes all elements of guess: the "buy now" spirit prevailing between and in every line and its pulling power proven.

Third: To give the dealer a selling plan that is proved and tried and that you know will work—will reach the consumer. I know of no plan that will fit any two products.

Changes in Ford Motor Co.'s Sales Staff

M. F. Smith, formerly manager of the Ford Motor Company's branch at St. John, has been appointed manager of the London branch, succeeding W. H. Smith, resigned. J. C. Ruske, has succeeded Mr. Smith at St. John. W. S. Kickley, former Regina manager, has been promoted to the managership of the Winnipeg assembly plant, and has been succeeded at Regina by J. E. Smith, former sales manager for the company at Montreal.

* * *

Single column copy for Vicks Vaporub has recently been sent out to some Canadian dailies by the Vicks Chemical Company, Greensboro', North Carolina.

* * *

J. M. Elson, one time advertising manager of the St. Catharines *Journal*, and also formerly associated with the MacLean Publishing Company, has been made editor of *Canadian Farmer*, published by H. Gagnier Ltd., Toronto.

* * *

Small copy for Va Leta Vanishing Cold Creamed Powder, distributed by Meda V. Hull Co., 760 Yonge St., Toronto, has recently been placed direct in a small list of dailies.

* * *

Large space is being used for Rite Good Malt Extract & Hops, manufactured by the St. Lawrence Preserving Co., Reg'd., Quebec. A. McKim Ltd., Toronto, are placing the business.

* * *

Advertising for George Washington Coffee is back in Canadian papers after a considerable interval. Instructions covering three-column copy have just been sent out by the Robt. M. McCullen Co., advertising agents, New York.

* * *

New copy for Blue Jay, manufactured by Bauer & Black, has recently been sent out by the Lord & Thomas agency, Chicago.

966 *out of* 1164

in the Electrical Supply Trade

According to Might Directory Lists there are 1164 electrical contractors and dealers in Canada.

The Electrical Dealer and Contractor

has a circulation of 966, exclusive of office copies, etc., entirely in this field—practically 90% efficiency

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

I WANT A JOB

Am now in sixth year in present position as advertising salesman, earning $3,000. Want good sideline (or full time) proposition in Toronto. Best of references, reputation and connection. Confidential. Box 22, MARKETING.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

DESK-SIZE MAPS of each Province of Canada, showing counties, cities, towns and villages, railroad lines—in fact everything that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

53 YONGE STREET, TORONTO, CANADA.

Maclean's Magazine Absorbs Farmers' Magazine

The MacLean Publishing Company has decided to amalgamate *Farmers' Magazine* with *MacLean's Magazine*, after the February 2nd issue of the former.

All subscribers to *Farmers' Magazine* who are not in arrears will receive copies of *MacLean's* commencing with the February 15th issue and continuing until the completion of their subscription term. This will give *MacLean's Magazine* a press run of approximately 100,000 copies per issue. The advertising rate, for the present, will remain unchanged.

✣ ✣ ✣

Toy and Textile Exhibitions

The first Canadian Toy Fair will be held at the Queen's Hotel, Toronto, February 1-15, and the first Canadian Textile Products Exhibition will be held in the same city at the King Edward Hotel, Feb. 13-17. At the latter, which is expected to attract from 4,000 to 5,000 merchants and buyers, will be shown new lines and styles in cottons, woollens, knit goods, ready-to-wear clothing, shirts, overalls, hats and caps, haberdashery and rainproofed garments for men.

✣ ✣ ✣

President Matthew Woll of the International Union of Photo-Engravers was in Toronto on January 24th in connection with the request of local employers for a reduction in wages. It is stated that the Union absolutely refuses to consider any kind of cut at the present time.

✣ ✣ ✣

The M. P. Gould Co., advertising agents, New York, have just sent out instructions covering small space for Holmes Frostilla, a preparation for chapped hands.

✣ ✣ ✣

Five-thousand line contracts and instructions covering the advertising of the Botot dentifrice have recently been sent out direct by the Industries Europeennes Reunies, Enrg., 10 St. Peter St., Montreal.

✣ ✣ ✣

Fred Ibbotson, formerly sales manager for Grip Ltd., engravers, Toronto, has now taken charge of the direct mail advertising department for this firm.

✣ ✣ ✣

A limited campaign for E. D. Smith's Tomato Ketchup is being placed by F. Albany Rowlatt, advertising agents, Toronto.

✣ ✣ ✣

Copy for Dominion C.B.Q. Tablets, put up by the National Drug & Chemical Co. of Canada Ltd., has recently been sent out by A. McKim Ltd., Montreal.

✣ ✣ ✣

A small campaign for Bay Instant Heaters for Ford cars is being placed direct in a few dailies by the Perry Sales Company, London.

✣ ✣ ✣

With the Jan. 6th issue *Canadian Grocer* entered its thirty-sixth year. It was the first paper started by Col. John Bayne MacLean in 1886.

✣ ✣ ✣

George L. Palmer, manager of the T. H. Estabrooks Co. Ltd., Winnipeg, for 14 years, died on Monday December 26.

✣ ✣ ✣

W. M. Gartshore has been appointed president and general manager of the McClary Manufacturing Co., London, Ont.

Concentrate Your Advertising

in the

Free Press Prairie Farmer

A CIRCULATION that has been increased by approximately one third, and an advertising rate that remains unchanged, are factors that combine to make the *FREE PRESS PRAIRIE FARMER* a most attractive medium for the Manufacturer, Wholesaler or Retailer who desires to place his goods before the Farmers of the West.

THE CIRCULATION of the *FREE PRESS PRAIRIE FARMER* is not duplicated by any daily paper. It carries direct and strong appeal to the Farm Homes of Western Ontario and the three Prairie Provinces. It is convenient in size, attractive in its make-up and of unusual interest in its contents.

NO MEMBER of the Farmer's Family has been overlooked in arranging the reading matter of the *Prairie Farmer* and, while it contains a generous share of matters pertaining strictly to the farm, it also contains features that appeal to the individual members of the family, as well as an interesting synopsis of the news of the world.

THE COMBINATION of its wide circulation and its low advertising rate, (the lowest milline rate of any farm paper in the West) comes at a particularly opportune time for the Manufacturer or Merchant planning a Western Campaign. It affords the opportunity to CONCENTRATE on the Western Farming Community, with its tremendous business possibilities, at rates that permit of large space being used.

For further information ask any reliable advertising agency, or write direct to the *Free Press Prairie Farmer*, Winnipeg, Man.

ANNAPOLIS VALLEY ORCHARD (Courtesy Dominion Atlantic Railway)

Land *of* Bumper Crops *and* Big Prices

¶ Wherever there's a large number of people with great purchasing power, there is your market. And that's the Annapolis Valley of Nova Scotia whose orchards have just produced their third successive bumper yield.

¶ The trees are budded for the fourth year, and, as the Secretary for Agriculture of Nova Scotia says, "Improved methods of fertilising and spraying have placed the fruit-growers of the Annapolis Valley in such a position that they may be reasonably sure of a big crop ANY year."

¶ So much for big crops. Now for big prices. Prices to the farmers for the past three years have constituted a record and 1921 was up to the average. Annapolis Valley fruit growers have money in their pockets and buds on their trees.

¶ And all the more prosperous of them subscribe for *The Halifax Herald.* Our circulation through the Annapolis Valley, "Land of Evangeline," *Herald* and *Mail*, is so great and is growing so fast that special pages every week for different districts in the Valley are now regularly featured.

Advertise to the market that has the money through

The HALIFAX HERALD and The EVENING MAIL

Volume XVI.
Number 4

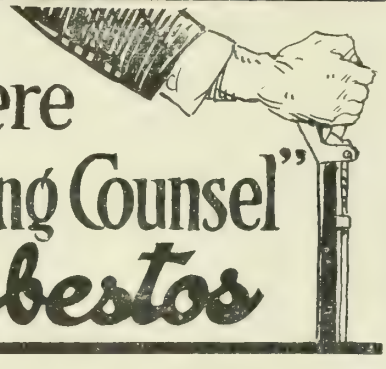
TORONTO FEBRUARY 15th, 1922

20 Cents a Copy
$2.50 a Year

Marketing
and Business Management

Edited by
W.A. Lydiatt

"We'll stop here for Advertising Counsel" said *Raybestos*



The Canadian Raybestos Company, Limited, had no preconceived ideas as to the best Advertising course to be steered by them through the year 1922. This Advertiser did realize, however, the importance of obtaining the services of the Advertising Agency best equipped to aid in the marketing of the various Raybestos products.

After the Plans submitted by a half dozen Agencies had been examined, it was apparent that the *Advertising Service Company* merited the appointment.

If you have a feeling that you could sell more goods by the aid of Advertising based upon better merchandizing ideas than those you are now following, consult the Agency that won the Raybestos account by the soundness and originality of its submitted Plan.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

You, Too, Can Follow The Light

Perhaps for years you have been stumbling in the dark, buying advertising space because of social reasons, super-salesmanship, pressure of friends, or just not caring. But you were spending real money all the time, and should have had real money's worth.

Do you know that Scientific Space Selection is now an exact science. You can buy advertising by a standard of measurement just as you sell your own goods. Why keep on stumbling in the dark when, you, too, can follow the light?

The Audit Bureau of Circulations was organized to investigate, analyze and collate facts about the circulations of newspapers, magazines, farm papers, business papers and miscellaneous periodicals published by members of the Bureau, and to distribute these facts, through audit reports, to advertisers and their advertising agents, who are also members of the Audit Bureau of Circulations.

When buying advertising space ask for The Audit Bureau of Circulations Report? And figure out for yourself the exact circulation being exchanged for your dollars.

You are always careful to find out how much a yard or a pound you are paying for general commodities. Why not place the buying of advertising on the same safe basis?

This is what *The London Free Press* will give you for your money

In London—11,792 net paid circulation, 84.2 per cent. of the homes.

OUTSIDE LONDON—22,181 net paid circulation.

The largest of its kind in western Ontario.

We are Members of the Audit Bureau of Circulations and we will give you all the information you desire.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

LONDON
Canada

Branch Offices—

MONTREAL - -	E. L. McArthur	- - - 232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall -	- - - 341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

The above is an exact reproduction of the advertisement on the front cover of the January issue of Dry Goods Review. Every shade of color and every pattern detail was brought out perfectly by a skilful blending of yellow, blue, red and black.

If you have beautiful goods that you would like to show in their natural colors to the dry goods trade, get in touch with your advertising agency or with

143-153 University Ave.
TORONTO

Dry Goods Review

128 Bleury St.
MONTREAL

25% More Circulation No Increase in Rate

BY UNDERTAKING to fill, for their unexpired terms, all paid-up subscriptions to FARMERS' MAGAZINE—which ceased publication with its issue of February 2nd—MACLEAN'S MAGAZINE has thus added to its list at one stroke, approximately 20,000 paid-in-advance subscribers.

Through the general use of the automobile, the farmer has become to-day practically a suburbanite. Canadian farmers of the class who have been subscribing to FARMERS' MAGAZINE are in a position to buy automobiles, pianos and phonographs and all other articles or conveniences that make for comfort and a higher standard of living.

Besides being consumers of the best grades of merchandise, they are to-day taking the keenest interest in politics and all public and economic questions. FARMERS' MAGAZINE and MACLEAN'S MAGAZINE have been the outstanding mediums in Canada serving separately the rural and urban fields.

The decision to discontinue FARMERS' MAGAZINE and to fill the subscriptions with MACLEAN'S MAGAZINE is the result of the maturity of a conviction that the subscribers to our farm magazine are ready now to demand and appreciate a general national magazine like MACLEAN'S in order to have the information and entertainment which they desire—a magazine that will furnish them with good fiction, political articles and Canadian national news of a character not found in the farm papers or newspapers. No change is being made in the physical make-up of MACLEAN'S MAGAZINE, or in the character of its editorial contents.

95,000 Gross Circulation

Rate Based on 70,000 A. B. C.

The addition of FARMERS' MAGAZINE subscription list to MACLEAN'S circulation, after all arrears and duplications are eliminated, commencing with February 15th issue, gives MACLEAN'S MAGAZINE at once a total circulation of more than Ninety-Five Thousand copies each issue.

This gives a big general covering of town and city circulation, plus a highly selected farm circulation. It provides the tremendous influence of the "leadership" families in every city, town and village right across the Dominion, together with the most prosperous and progressive farmers in each trading territory; and constitutes a service which is not equalled or even approximated by any other general publication in Canada.

95,000 national magazine circulation in Canada, on a per capita basis, is equal to at least 1,500,000 in the United States.

MACLEAN'S is the outstanding, big, covering medium in Canada

The Line Rate for Advertising space in MACLEAN'S remains at 70 cents

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

Furniture Sales in London Exceed Any Previous Year

"London is singularly fortunate from a retail business standpoint—1922 looks more stabilized than the last couple of years did at this time. Building is a "source of business" for furniture as well as other lines and contracters say there is lots in sight.

"From reports we have heard elsewhere business here has been particularly bright and as usual London maintains leadership as an excellent retail center. Sales have been so good our stock is now reduced much below normal so that we face the future with confidence. We have never let up on our advertising, and with co-operation of manufacturers by national advertising, look forward to big business. Our sales so far this year exceed *any* previous year. London and surrounding territory cannot be excelled for present outlook."

——N. H. KEENE
Vice Pres. and Manager, Ontario Furniture Company.

We have quoted numerous instances in this space showing that during 1921 the retail stores of London were doing excellent, and in many cases, phenomenal business. Now we are well into 1922 and the purchasing power of the people of Western Ontario continues unslackened.

Advertisers may confidently look for the utmost returns from their advertising in the London territory during 1922.

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

H. B. Muir
Managing Director

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

The Basis of Reader-Confidence

FOR many years, the editorial position of THE OTTAWA JOURNAL has been one of unique independence.

Of unquestioned financial strength and thoroughly established, THE JOURNAL'S sane editorial comment and unbiassed opinion is free, absolutely, from any outside influence political, social or commercial.

The intelligent stand taken by THE JOURNAL on all questions of the day has made this medium so acceptable to its readers, and is responsible for its tremendous popularity with all thinking citizens.

This is the basis of THE JOURNAL'S Reader Confidence —of the convincing appeal of its advertising columns to its readers. It is

More than a Newspaper--an Institution in Ottawa

Manufacturers and agencies are invited to make fullest use of THE JOURNAL'S PROMOTION AND SERVICE DEPARTMENT,—spoken of as 'leading everything of its kind in Canada.'

A folder containing up-to-date statistics and facts and figures concerning the Capital and its tributary trading area is just off the press. A copy is yours for the asking.

Get within the home circles of Ottawa via THE JOURNAL

The Ottawa Journal

The Morning Journal (Members A.B.C.) **The Evening Journal**

Average Net Paid Circulation for 4 months ending Jan. 31st, 1922 **27,717**

MORNING - 5,274
EVENING - 22,443

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES Chas H. Eddy Co Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg
BOSTON—Old South. Bldg.

MERCHANDIZING SERVICE

A Few Thing We Are Prepared To Do

(1) Give specific information about the Ottawa market and tributary trading territory.

(2) Make accurate analysis of market conditions in respect to any product.

(3) Give information re Wholesale Connections.

(4) Provide Routing Lists in any line.

(5) Use retailers to co-operate with window and counter display.

(6) Provide complete lists of Retailers in any line.

(7) Obtain any Tariffs, Statistics, Rates, etc. not available at distant points.

How Can We Serve You?

WITH this issue MARKETING completes its fourth year of publication. We intend celebrating the commencement of our fifth year with an unusual Number on March 1st, brief notice of which will be found elsewhere in this issue.

* * *

Looking back to our beginning we cannot fail to observe that something tangible has been achieved. The magazine has grown in size, in circulation, in advertising patronage, and in prestige. It has come to be recognized as the mouthpiece of the sales and advertising interests in Canada. It is now one of the most frequently quoted business publications on the continent.

* * *

We are not particularly interested, however, in the past. We are confident that MARKETING's next four years are going to be years of much greater accomplishment. The bid for world-wide distribution which we intend to make with the next issue is indicative of the optimism of our outlook.

* * *

How can we fail to be optimistic in the face of the following extract from a letter received the other day from an advertising man in British Columbia: "I made reference in an earlier letter to the very excellent nature of your paper. I subscribe to *Postage*, *Mailbag*, *System*, both *Printers' Ink* weekly and monthly, and several other well known American business or advertising papers and in comparison I am astonished that you are able to publish such a high-class semi-monthly in Canada, where the support must of necessity be much less than across the line."

* * *

And from across the line, in the same mail, came a letter from the executive secretary of The Associated Business Papers, Inc., an organization whose membership includes many of the outstanding business papers of the world, saying: "Incidentally, we cannot refrain from complimenting you upon the very interesting publication which you are producing."

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

Copyright 1921 by Marketing Publishers Limited

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Published on the First and Fifteenth of Each Month by
MARKETING PUBLISHERS LIMITED, Toronto, Canada

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $2.50 a year; elsewhere $3.00. Payable in advance. Single copies 20 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

The New Census Points the way to Bigger Business

For more than fifty years the *Family Herald and Weekly Star* has attracted the solid, stable, sanely progressive type of farmer. Ninety per cent. of our readers own their land and homes. They do not live from hand to mouth. They do not get panicky when prices ease off; neither do they "splurge" in times of prosperity. They spend steadily and wisely on farm, home and personal equipment of merit and utility.

CENSUS RETURNS from the urban communities of Canada show that in 1921 only 33 per cent. of the population live in cities of 10,000 or over, of which there are 50.

ARE you overlooking the 67 per cent. market? Filling in the gaps between the urban centres are more than 20,000 towns and villages and 700,000 farms, forming a continuous chain from the Atlantic to the Pacific. Here is by far the richest market in this thriving country—not only for farm equipment but for identically the same goods that are being *oversold* in the cities.

For example, the national survey of Canadian farmers conducted by the Family Herald and Weekly Star reveals some startling figures. More than 25,000 subscribers are in the market for automobiles, 29,500 for modern bath tubs, 12,000 for electric irons, 12,200 for alarm clocks, 17,900 for kitchen cabinets, 12,600 for pianos, 9,300 for refrigerators, 7,750 for vacuum cleaners, 6,200 for typewriters, 12,200 for power washing machines.

Exclusive information of this kind covering a wide range of products suited to Canadian farms and farm homes is available on request. Write for FARM SURVEY BULLETIN NO. 1, containing a comprehensive report on what readers of the Family Herald and Weekly Star will buy.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* **CANADA**

BRANCH OFFICES

New York	Toronto	Winnipeg	Chicago
DAN A. CARROLL Representative	M. W. McGILLIVRAY Representative	V. F. BLAKE Representative	J. E. LUTZ Representative
150 Nassau Street	182 Bay Street	157 Main Street	78E Madison Street

London, England; M. A. JAMIESON, Representative, 17 Cockspur St., S.W.1

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing and Business Management

TWENTY CENTS
A COPY
TWO-FIFTY
A YEAR

Entire contents copyright. All rights reserved.

Vol. XVI. FEBRUARY 15th, 1922 No. 4

ELECTRICAL INTERESTS FIND A WAY TO ENLARGE THEIR MARKET

Organization to equip and advertise demonstration "Electric Home" shows that public interest can be stimulated if you go the right way about it. Trial demonstration in Toronto to be followed by many others

Written for MARKETING by W. M. FINDLAY

DURING the thirteen working days, from January 21 to February 4, inclusive, 19,600 citizens of Toronto availed themselves of the opportunity to visit an Electric Home, exhibited by The Electric Home League to demonstrate how proper wiring, with adequate, well located convenience outlets, makes low-priced electric current a more efficient domestic servant.

The League is an organization comprising all branches of the electric industry.

It has always been deplored by the electric industry that people who would like to instal electric ranges, ironers, refrigerators and other devices in their homes are deterred by the fact that in most cases this involves extra wiring, due to the fact that the original wiring installations are inadequate. Too frequently the electrical system is the last thing the home builder thinks of. To save initial expense the wiring installed is insufficient to carry the current-load which the larger electric home appliances require, and little thought is paid to the installation of adequate and handily-located convenience outlets to serve even those appliances in most common use.

Attempts to impress on builders the idea of adequate electric wiring have met with indifferent success. In general builders supply what the public demands.

Reviewing these facts the members of the electrical industry decided that the solution must be the education of the public.

For the purpose of this demonstration, and for other educational work which will be carried on, The Electric Home League was organized, papers of incorporation being regularly filed with the provincial government. The league is comprised of manufacturers, jobbers, contractors and retail dealers and the Toronto Hydro-Electric System.

FINANCING THE CAMPAIGN

The money required to finance the project was raised by assessment, the apportionment being approximately fifty per cent. by the Hydro Electric System, twenty-five per cent. by the manufacturers and jobbers and twenty-five per cent. by the contractors and dealers. The assessment as sub-divided among the individual members was delegated to a special sub-committee of the league and composed of members, representative of all branches.

A subscription to the advertising expense was also required of the real estate company whose home was used for the exhibit, and this made necessary obtaining the co-operation of a real estate firm having a survey or block of homes for sales, in order that the advertising subscription would be warranted. In return for this subscription the real estate company was given mention in special display in each newspaper advertisement.

The real estate company owning the home was also required to pay for special wiring, according to specifications prepared by The Electric Home League, the work being done at cost by a contractor selected by lot.

Arrangements for the home were made with E. W. Goulding & Company, who had a terrace of twelve bungalows for sale on Regal Road in the St. Clair Avenue district, and the complete decorating and furnishing of the home was undertaken by The T. Eaton Company Limited.

The electrical equipment for the home, which comprised almost every modern electrical household appliance, from the commonly used toaster to the iceless refrigerator and which included also the lighting fixtures, was supplied by the Electric Home League. As the home was to be purely educational all electrical equipment was drawn by lot, and before being placed in the home the manufacturers' name plates were removed from every piece.

It was decided also that no manufacturer or member of The Electric Home League would be allowed to advertise the fact that his goods were on exhibition at the home. The Goulding Company and The T. Eaton Company were allowed to advertise their connections with the home if they desired. The T. Eaton Company was also given permission to place cards in the home stating that they had supplied the furnishings and decorations, and the Goulding Company was allowed to include an insert in a folder prepared for general distribution to visitors to the home, but no member of the Electric Home League was allowed to capitalize his connection with the home in any direct manner, with the excep-

tion that the contractor-dealers' names appeared on the folder distributed in the home.

A modest advertising campaign was conducted in the Toronto newspapers, starting one week previous to the opening of the home and continuing through the two weeks of the exhibit. The space used varied from 1200 to 345 lines, the majority of the advertisements being of the latter size. Gummed stickers were attached to all bills sent out by the Toronto Hydro System, and the Toronto and Niagara Power Company. Cards were placed in the windows of electrical dealers throughout the city, and in other shops in the vicinity of the home. During the exhibit fender signs were carried on the three street car lines leading to the Home, and cards were placed on electric light poles in that vicinity. A four page folder, descriptive of the home was also prepared for distribution to all visitors.

The newspaper advertising was made of a "show" nature, to get people to the home, the home itself being relied on to do the educational work.

The home was formally opened on Saturday, January 21 by Mrs. John Bruce, President of the Women's Canadian Club of Toronto, and addresses were made by Mr. P. W. Ellis, Chairman of the Toronto Hydro Electric System and his Worship, Mayor Maguire.

The home was open for public inspection every week day from 10 a.m. to 10 p.m.

Eighteen hundred and nine people visited it on the opening day and the attendance chart showed a gradual

The Electric Home
---suggests more leisure for every home-maker
Open One Week More
To Saturday, Feb. 4—10 a.m. to 10 p.m.
Do Not Fail to Pay the Electric Home a Visit
Oakwood and Regal Road
Bathurst or Avenue Road Street Cars to Oakwood, or Dovercourt Cars to end of Line.
Electric Home League

One of the newspaper advertisements in the campaign which attracted 19,600 people to the Electric Home demonstration in Toronto.

increase as the exhibit continued. The second Saturday, for instance, showed an increase of 71 over the opening day. Saturdays, were of course, the days of largest attendance and naturally the largest attendance was in the afternoons and evenings. So large was the attendance that it was necessary to engage the assistance of the police to regulate the traffic.

Visitors were admitted in parties of ten, and these parties were taken through the home in scheduled order. A lecturer was on duty all day in each room and three lecturers in the living room. A system of buzzer signals was used to synchronize the talks in all the various rooms. On this basis each party went through the home in 36 minutes.

It was not expected that direct results would be traceable from the Electric Home exhibit, but the results which have been evident have been most gratifying as well as surprising to the members of the League.

During the first week of the exhibit several electrical dealers and contractors reported inquiries about proper home wiring. And a few days after the opening of the home, representatives of house furnishing stores called to examine the wired furniture stating that they had had requests for it from customers who had visited the home.

The success of The Electric Home has decided the Electric Home League to exhibit three other homes of similar type in other sections of the city. Two will be opened simultaneously in March, one in the east end and one in the west end of the city, and in April a fourth home will be opened in the Avenue Road district. The latter will show the possibilities of an old home re-wired.

The manager of The Electric Home, and the man responsible for its success was Mr. K. A. McIntyre Canadian Representative of The Society for Electrical Development.

* * *

REORGANIZING YOUR CORRESPONDENCE

Having decided that "better letters" are necessary, how shall we go about getting them. This and several articles to follow describe the proceedure in reorganizing correspondence methods which has produced results in a number of offices. Definite policies hardly possible without centralization of responsibility.

Written for MARKETING by LOUIS BALSAM.

THERE is a concern in Montreal that employs eleven correspondents. These men are scattered through various departments and in a general way, endeavor to handle the letters relating to their respective divisions.

Last Autumn, in going through files, I found the most amazing set of conditions. One customer, for example, had sent in eight letters regarding a $7.20 complaint, and had received replies from seven different men!

The files were crowded to the bursting point. Each correspondent had all he could do to keep up his volume. It was impossible to find letters in the files, and letter costs were mounting.

Yet these people never dreamed of putting their correspondence on a systematic basis until the complaints began to come in so frequent-

ly that they suspected something might be wrong.

Today that firm has organized a Correspondence Department. As a result of this, it has materially increased its good will and, therefore, its sales. Complaints have been reduced more than half! Two correspondents have been put on other work. The files are in ship-shape condition, and letter costs have been reduced sixty percent. All this, due to the organization of their correspondence into a department functioning efficiently.

Let us follow the actions of this particular concern, because the things they did are typical of what can be done in the average institution, employing anywhere from five to several hundred correspondents.

First, they employed the very best man they could get their hands on to reorganize their correspondence on a working basis, with the Correspondence Department as a nucleus. Inasmuch as this man "stayed with" the work until the Correspondence Department was on its feet, we will go along with him to see exactly what he did and how.

After making a very careful study of the correspondence in the files of this concern, he realized that the most pressing and immediate need was the *centralization of correspondence responsibility*. Perhaps your concern has a similar need right now. He realized, after reading several hundred of the carbons in the files, that very often customers would receive from three to ten letters in regard to one adjustment, one collection or one complaint. Usually these letters were written by as many men as there were replies. This, of course, made for voluminous correspondence, totally unnecessary. Worst of all, it prolonged adjustments, delayed sales and made for a greater destruction of good will, in many cases, than salesmen could possibly build up in months of eloquent persuasion.

Sorting the Mail

He immediately set an intelligent stenographer to the task of reading every letter that came into the house so that she could divide the mail into four general piles. Every letter that had a complaint of any kind was put into a separate complaint bin. Any letter dealing with sales or any angle of sales was put into the sales bin. Every letter dealing with collections was separated as was every letter dealing with orders. A separate compartment was reserved for general and miscellaneous mail, of which there was comparatively little.

Three days after this man entered the concern, he selected two correspondents who were made absolutely responsible for every complaint that came into the institution. This one step alone, in three months, saved the concern over $80,000.00 in the handling of less than a dozen big customers! Heretofore complaints would reach whatever correspondent happened to get them. He would handle them as best he knew how, often considering complaints as a necessary evil, hurriedly to be dispensed with.

Naturally a responsibility of this kind produced results. Today the complaint section of the Correspondence Department of that company is a highly efficient division that knows exactly what to do and why, with each complaint that reaches it. By fixing the responsibility very definitely, it has been possible to make order out of chaos.

After settling the complaint situation, which was very serious, this man next turned his attention to sales letters. Of the eleven men handling correspondence he selected four of which he made one division head. These four men, from that time on, handled sales letters and absolutely nothing else. Heretofore sales letters were handled by everyone, depending on the division of mail which was a numerical division and nothing else. If two hundred letters came into the house and ten men were there, that day, each man received twenty letters.

With the sales letter responsibility definitely fixed, he found it possible to outline a very definite sales letter policy which made the sales letters emanating from that institution infinitely more interesting and resultful. They were now all based on a very definite sales procedure instead of upon the whims of eleven different individuals.

He did the same thing with letters concerning orders. Before he came to the institution, orders were acknowledged by anyone who happened to receive them. Now there is an Order Division of the Correspondence Department that does nothing else. As a result, orders are despatched much more quickly than they ever were; goods leave the house within twenty-four hours after the order is received where ever possible. Result: pleased customers and decidedly increased good will.

Collection letters were usually handled by one individual who, at the same time tried to carry on the credit end of the business. Naturally, whenever he was rushed, he had to depend for help in his correspondence, upon any of the other ten men that were not very busy at the time. Today the credit and collection correspondence is in the hands of two men who are made absolutely responsible for results. They get it.

Centralize Responsibility

There is nothing more important in the organizataion of a Correspondence Department than the centralization of responsibility for a definite type of letters. I cannot stress this point too strongly, for upon it often depends the success or value of a Correspondence Department. The moment you allow anyone at all to handle any kind of letters, you throw yourself open to indefinite trouble, worry and losses. On the other hand, when you centralize your responsibility, you have a very definite way of laying out policies and seeing that these policies are enforced that is impossible otherwise.

When this man had definitely established a central responsibility for the various types of letters, he turned his attention to the files. These were in a horrible shape. Every department that had any excuse for writing letters had a file of its own. Thus, when a letter would reach Correspondent Jones in Department Seven, he would very often have to go to the third floor to consult the files of Department Four in order to find out what had been told this customer before. The same thing held true all over the house. Correspondents from one department were eternally sending for carbon copies from the files of another. Co-relation was a factor completely lacking.

The time consumed in going to and fro from the various departments, in order to get information

essential to an intelligent answer to the letter, cut into the overhead expense tremendously.

After carefully studying the files in the various departments, this man created a central filing room, wherein all correspondence, regardless of its nature, with the exception of highly specialized subjects pertaining to individual facts, were filed in the central filing room located on the same floor as the general correspondence department.

Today when George Henderson of Saskatchewan writes in on anything at all, it is a simple matter for the filing clerk in the Correspondence Department to get exactly the type of correspondence the man who writes the letters needs. Every letter the customer has written to this concern and every reply, with mighty few exceptions, rests in the central correspondence file. Thus it is possible for anyone who writes letters in the institution to know the whole story of anything the customer mentions in his letter. All the carbons and letters are usually filed in one jacket, promptly available.

The matter of finding central headquarters for the correspondence was comparatively simple. Instead of being scattered over various floors and different departments as they were heretofore, these men, now nine in number, are located just inside the main office. Each has a telephone at his desk which enables him instantly to get certain information in other parts of the building.

And while we are on this subject, it is well to study carefully just what this correspondence organizer did to make his men physically comfortable.

Equipment and Location

There are still many concerns that give correspondents rickety desks in out-of-the-way corners, wherein daylight is more or less a joke. Just as it is absolutely necessary that a man who does physical work be physically comfortable in order to turn out the right kind of product, so is it essential that the man doing brain work be made equally at ease bodily.

After it was definitely decided upon, just where the correspondents would be located, he made arrangements such that each man would be seated as near the window as possible. In the majority of cases the desks were so arranged that the light came over the shoulders of the dictator. The results in lack of strain and lack of nervousness in the men repaid the time it took to effect this arrangement.

Each correspondent was provided with a chair that was really comfortable. If more executives realized the importance a chair plays in the right kind of letters, they would not hesitate to spend a few dollars for a chair that puts each man at ease. When one has to spend eight or more hours a day in the same place, it is a more serious matter than appears at a casual glance, that that place be comfortable.

MARCH 1st
the next issue of

Marketing

marks the commencement of its fifth year under the present management. We will celebrate with the largest issue yet published, containing a summary of census and other data regarding the Canadian market and its trade and advertising opportunities. This number will make a bid for a wider circle of readers by taking a trip "Around the World" to show manufacturers and exporters everywhere that Canada can and does publish a "bang up" magazine of interest to all who sell in Canada.

If you've a friend overseas who would be interested in "Marketing" we will be glad to send him a copy if you'll send us his name and address.

Correspondents' desks next occupied his attention. But this is a subject that has been gone into so thoroughly in office specialty articles that it needs hardly any attention here. A good desk is an essential element if a writer is to do his best work.

Routine of Handling Mail

These factors settled, the correspondence executive next turned his attention to the routine handling of the mail itself, as it left and entered the institution. Formerly every letter that came in was opened by the office boy who divided it, with the exception of the mail personally addressed, into eleven equal piles. Of course, he never stopped to read the letters, he had other things to do.

Today an intelligent, fairly well educated girl, with the title of "Mail Reader" receives each letter that comes into the house, with no exceptions. These letters, she opens, not in the old-fashioned way the office boy used to do, by a blunt-edged dagger, but with a special little electrically driven mail opening device. This opens several hundred per minute.

Each letter then receives her very careful reading. This enables her to divide them according to contents. Collection letters go into the Collection bin, etc., etc.

Every hour regularly, these letters are collected by the office boy and distributed to the various correspondents. Special Delivery letters and telegrams, requiring special handling are taken by the mail reader directly to the individual who usually handles such matters. No letter that now comes into the house remains "down stairs" more than three hours after it is received. Often it is distributed before that.

Before this concern started to organize its correspondence, each individual stenographer handled her own mail, from the taking of the notes to the delivery of the sealed envelopes to the office boy. Today all of that, with the exception of the actual transcription of the letters is handled by the "Out Mail" girl. Her one task consists solely of folding, enclosing, sealing and stamping the letters of that concern, all of which goes through her section.

Her desk is equipped with a stamping machine and hand-sealer. "Window" envelopes were investigated by this concern, and after a preliminary test, were finally adopted. This has resulted in a very real saving since they eliminated the necessity of writing the same name and address twice, once on the letter and once on the envelope. The "window" envelope with its transparent opening, makes it a simple matter for the "Out Mail" girl to fold the letters in a certain way, which brings the address to the fore.

One day, after the Correspondence Department had been under way about two and a half months, a salesman came into the office, des-

Concluded on page 187

WHAT WE ARE DOING TO INCREASE SALES

The selection, organization and direction of the sales force solves the problem for the International Business Machines Company. Stale salesmen will never increase sales. 1922 will see a significant revival in trade generally, "Marketing is told

By Frank E. Mutton

Vice President and General Manager, International Business Machines Co., Ltd., Toronto

THERE is a type of executive—not over-numerous—in whose mind the question, What are you doing to increase sales? creates a certain slight bewilderment. He looks at the questioner with a puzzled expression. Increasing sales is his yearly, daily, hourly occupation, and the query somewhat resembles a well-meaning but rather personal enquiry as to how he occupies his time. That sales shall increase right along is a major part of his business creed. That each succeeding year shall surpass the previous twelve months is one of the rock-rooted facts of his existence against which the winds and floods of "bad times" beat in vain. If other men suffer the slings and arrows of outrageous fortune, in the form of lean or empty order books, it is simply because they have built upon the sand, with the inevitable nemesis that follows reliance upon such elementary architecture. For him, business is business only as it grows in volume, and while general conditions may conceivably retard its growth, they can never check it entirely, provided the plans for ever increasing sales are soundly laid and energetically carried out.

The above sentiments were not uttered or endorsed by F. E. Mutton, vice-president and general manager of the International Business Machines Co. Ltd., Toronto, but they seem to express what was in his mind as he strode back and forth and very frankly answered a number of questions which the man from Marketing had come to ask.

When requested to explain how he had achieved such a remarkable sales record last year, Mr. Mutton looked puzzled.

"What did you do to increase sales?" asked the visitor.

The reply was a wave of the arm towards the plant where an ever-increasing volume of business machines is turned out. The gesture included the salesmen's chart upon the office wall, and the other evidences of scientific management with which the room was furnished.

The movement was eloquent, and, being interpreted, meant, "Organization is the answer to that question!"

"You have had a remarkable year," persisted the caller, trying another tack. "How do you explain that in these stagnant times?"

"We *have* had a remarkable year," admitted the vice-president, "but there is nothing remarkable in the fact. It would have been remarkable had it been otherwise. Our constant aim is increased sales. Each year's quota is something as far ahead as we can push it of the old year's record. It is not necessary for us to sit down and, on the spur of the moment, think up some entirely new scheme to stimulate business. We are doing that constantly. Each step, every move, in our entire organization is another notch towards increased sales. That is why it would be remarkable if each year were not a remarkable year. We plan to have it so—and it is so. 1921 was the biggest year in the company's history, but 1922 will greatly surpass it. That is not prophesy; it is a statement of simple fact warranted by my knowledge of our carefully laid plans for ensuring a greater volume of trade this year."

WESTERN HARDWARE DEALER
The Old Way
—turning inches into ounces
—turning pounds into dozens
—and the New
THE INTERNATIONAL DAYTON HARDWARE SCALE
From Tip to Tip It's Built to Give Service and Speed
INTERNATIONAL BUSINESS MACHINES CO., LIMITED

"International" salesmen are encouraged to suggest advertising ideas, for which substantial cash prizes are offered. This stimulates interest in firm's advertising and also secures some excellent copy ideas, of which this is one.

Selling, Art of Serving

"Well, then, tell me as much as you can about your sales policy for the encouragement of the other fellow who isn't selling!" suggested the visitor.

What Mr. Mutton does not know about selling could be dismissed in a word. He has reduced merchandising to a fine art. He has mastered its laws as surely as the electrician has mastered the laws of electricity, and he can bend them to his will. He controls a highly-trained, handpicked staff of nearly eighty salesmen. He is himself a salesman who did not learn his theories in any correspondence school or "increase-your-earnings" set of books. He picked up his knowledge in the wit-sharpening school of the road.

"The secret of selling is the art of serving," replied Mr. Mutton to the above suggestion. "How much you can sell depends upon how much you can buy of confidence and respect.

"Our selling begins in the working up of the raw material and continues through each stage of manufacture to the finished article. We probably have the most expert staff of mechanics in our Service Department in Canada. We comb the country for the best men. One has arrived today from Nova Scotia. He will go to school in the plant at our expense for two months. We dug into his history from the day he left the cradle. We know the jobs he has handled, how long he was at them, and we have enquired very carefully about his character. When he has qualified, he will be located at one of our six Service Stations scattered across the country. To these Service Stations the machines we sell or lease are sent periodically for overhauling and adjustment. Their

delicate mechanism is never entrusted to a foreign hand. The mechanics who handle them know them as well as the men who made them. That is what I mean when I say that selling is service.

"We are equally careful about the men we recruit for our sales force," explained Mr. Mutton. "You are simply wasting time if you don't get salesmen who are clean—clean mentally, morally, physically and spiritually. The first necessity is to educate them, not only in the nature of the product they are to sell, but in the doctrine that only hard work will ever get them anywhere in this world. Like an eminent physician, a salesman must never cease studying if he would avoid becoming stale. Stale salesmen will never increase sales. He must be kept at post graduate throughout his whole career. When he stops studying he stops selling. He must be trained to fit into ever-changing conditions and he must be better trained than the other fellow.

Keeps Salesmen Interested

"The first essential to success in a firm's sales is the selecting of the salesman. He is the supreme factor in the final count. No monument can be erected on a crumbling stone, and if the sales managers of many firms in Canada could by some method see their salesmen in the prospect's office trying to make a sale, they would have the answer as to one of the greatest causes of insufficient sales.

"Another essential is that the salesman should be en rapport with the firm's advertising policy. He must know as much about it as the advertising manager. He should be encouraged to contribute advertising ideas, and in our case we offer our salesmen substantial cash prizes for suggestions to be carried out in our advertising. We never retrench in our advertising but on the contrary increase it with increasing sales. It is carried in trade journals and it backs up a very considerable direct mail campaign.

"How do you remunerate your salesmen, Mr. Mutton?"

"A salesman must be paid according to his worth," was the very deliberate reply. "The properly selected, properly trained salesman sets his own worth, and when he is associated with a company of liberal policy, there is no limit to his earnings—which, surely, must be the only basis on which the right man would care to operate. The man demanding a salary, carrying with him a halo of past performances, will generally be found in the category of men lacking confidence in their own success.

"At the same time, surely he must recognize that, even on a salary, if he does not make good, relationship will be severed. If he does make good, he is handicapped, for the salary is the limit. Then why the salary? Thank the Lord! we have no salaried men on our organization. Our men would resent it."

Referring to prospects for 1922, Mr. Mutton had no hesitation in declaring that the company's record for the year would top all its predecessors.

"Our plans are all set for bigger business. 1922 is going to see a significant revival in trade generally. We are so confident of this that we have carried on a very extensive tool program for the manufacture of new lines. We are putting on the market an entirely new product for which there is an unlimited and virgin field. So confident are we, that we are going into mass production without waiting for mass orders. So many firms insist on orders first and make the goods afterwards, but we are reversing the process. This new product is an electric doorlock which will give a printed record of who opens the door, at what hour and on what day, and which will also act as an automatic time-recorder for the members of the office staff.

"This product will sell on sight to bankers, trust companies, merchants, manufacturers and office executives, but none the less all our intensive selling methods will be applied in its sale. It is going to help boost our 1922 sales far ahead of anything we have ever known. If we *have* any special method of increasing sales, it is just this— turning out something new and novel and for which there is a large if for long unsuspected demand. Intensive cultivation of old, and ceaseless search for new markets is a sure specific for increasing sales."

* * *

ASSIGNING THE TASKS IN THE OFFICE

How an assignment book was used in one office to keep track of tasks and get work done on schedule. A "work sheet" development of this idea described in detail.

THIRD ARTICLE on Money-Saving Office Methods

FITTING the work to the worker should be the watchword in every office. We often hear it said that each employee is expected to do his duty, but we seldom have any idea as to just what that duty is, and even if we had, the chances are that our idea would not correspond with the employee's conception.

One of the known factors regarding the employment of men and women is that unless there is an understanding to the contrary, the average employee sells his time and not any definite portion of his labor. That is to say, he agrees to be present on the job for a prescribed length of time, but so long as nothing is said as to how he shall employ that time and just what he is expected to accomplish in it, he is likely to form his own conclusions as to his duty.

"The idea of having an assignment book for a business office," says an office manager, "occurred to me because I am an old newspaper man. The backbone and spine of the methods of a newspaper office is the assignment book.

"The staff gets its instructions for the day from this assignment book. This permits a sane, well-ordered distribution of the multitude of tasks to be done in a brief space of time.

"Sometimes the book is transcribed and each reporter gets a sheet, listing the tips he is to 'cover' or watch, checked against the city editor's copy. This was the method that appealed to me as having pos-

The Globe is powerful as an advertising medium because its readers believe its news, and trust its editorial opinions.

Circulation over 100,000 per day—the largest circulation ever *GAINED* by a morning paper in Canada.

The Globe carries most general advertising in the Toronto - Ontario field. Rate less than $2 a milline.

Dominant Medium in the Toronto-Ontario Market

The Globe
TORONTO

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

sibilities for transplanting into a business office, with results at least approximating those of the newspaper office.

"I actually did do the transplanting, and the result has successfully withstood severe tests in the office of a factory. I am telling about the transplanted plan because I believe it has possibilities of being very widely used in all kinds of offices. As a matter of fact, it seems to me that the smaller office could use this plan to as good advantage as our own, for tasks in the small office are sometimes overlooked through there not being as exact division of duties as in the larger ones.

"The employees like the plan. It is not a club to force more work out of them, but rather a method of getting finished in a systematic manner the tasks that have to be done, so that when quitting time comes, they may, if they wish, go home and forget them."

How Plan Operates

This explains, in general, the broad operations behind the plan. To show how it actually works out is the purpose of this article. The record of work for an office or a department, corresponding to the newspaper's assignment book, is the work sheet. Each department head, and each employee under him, has a supply of memorandum pads, as shown in fig. 3. Actual instances of how these pads are used will best illustrate their purpose.

If Mr. Calder is expected, on the seventeenth of each month, to see that a complete report of sales, and the cost of sales, for the first 15 days of the month gets into the hands of the vice-president and treasurer, the form will be filled in with those instructions. On the morning of the sixteenth (or of the fifteenth, if necessary) this written notice is placed before Mr. Calder, and with it a list of all his other tasks for the day.

The file girl has many tasks to do, let us suppose, all of which are ticketed and shown on her work sheet until finished. While conscientious and always very busy, she may forget that the traffic manager has asked her to dig up certain papers tomorrow from the files.

The manager of detail, however, makes a reminder for her, or she makes out one herself; and the work sheet will flag her the first thing the next morning. A little thought will make it possible to place on record quickly any task or duty, due at any time, with the certainty that it will not be lost sight of until it is finished.

The work sheet is made up from a collection of these slips, copied in a convenient form, with the proper items listed under each employee's name. At least one carbon copy is made. The original is kept by the executive responsible for all the work. It bears a list of his own tasks, too. The carbon is cut up, each employee getting his section as a matter of routine.

A stenographer or junior clerk can easily keep up this plan with a small expenditure of time. To get it started and have all the pending or expected tasks scheduled requires careful thought. Then the rest is easy.

The slips are collected once, or oftener, each day. Those that are to appear on the next issue of the work sheet (one edition a day is usually ample) are put aside and sorted out by persons; those to go on the sheet at a future time are, as in newspaper work, put into a dated file (which is often preferable to a diary file) and are taken out at the appointed time to be transcribed.

If a slip is marked "today," it is destroyed after being transcribed. Should it be marked "every month on (date)" or "every week on (day)', it goes back into the date file.

When a task is finished, the person responsible for it crosses out the appropriate item on his section of the work sheet. An item that comes up regularly from time to time will reappear again in season, because a slip remains in the date file.

Should a change in routine demand that a task be shifted to another time, or if it is bound by new conditions the item is not only crossed, but the word "kill" is written after. Then the stenographer, in making out the work sheet, will be signaled to destroy the slip. A new slip, to accord with the new arrangement, is put in the date file.

The executive responsible for office or departmental detail generally supervises the sheet. A few moments at any fixed period of the day suffices. One manager of detail, who uses this system, scans every memorandum slip and every work sheet section before his stenographer takes charge of them, in order to avoid duplication, make corrections and prevent errors in marking off items, or putting them on the sheet.

This entire plan has been worked out with good effect. In one office, nearly all communications "at home" or with branches, are in writing. To make a "hole-proof" system here, where smoothness of operation is difficult to secure because of the vast amount of detail handled between departments and branches, the sheets for carbons of notes and letters are imprinted according to a special form.

Notes and letters are seldom written without a "subject" heading. This, or a few words underscored in the body of the communication, makes up the memorandum for the

MEMO FOR WORK IN PROGRESS SHEET

(Please turn this in with your sheet, on which you have marked off "finished items," at closing time today.)

Date.. ....

For.. ....

Item.. ....

INSERT today [ ] Every Month, on (date).. .. ..

....

Every Week, on (day).. ....

On (Month).... .... Date.. ....

FIGURE 3: A form like the one shown here is made out for every job in the office, whether it is out of the regular routine or one that must be done on a special order. The information on this slip is entered on the work sheet shown in Figure 4, where it is always in plain sight of the man in charge until all the work has been done

B.C. Awarded High Honors at Imperial Fruit Show

THE fruit growers of British Columbia have every reason to be gratified with the results of the judging at the recent Imperial Fruit Show held at the Crystal Palace, London, England, when entries from this province won—

Six Gold Medals Seven Silver Medals
Four Bronze Medals

Ontario won four gold medals, while Nova Scotia and New Brunswick were each awarded two.

Year after year British Columbia has taken the highest awards at Imperial and International Exhibitions. This explains the heavy demand for B.C. fruits which has built up a prosperous industry and contributed a great deal to the wealth of the province.

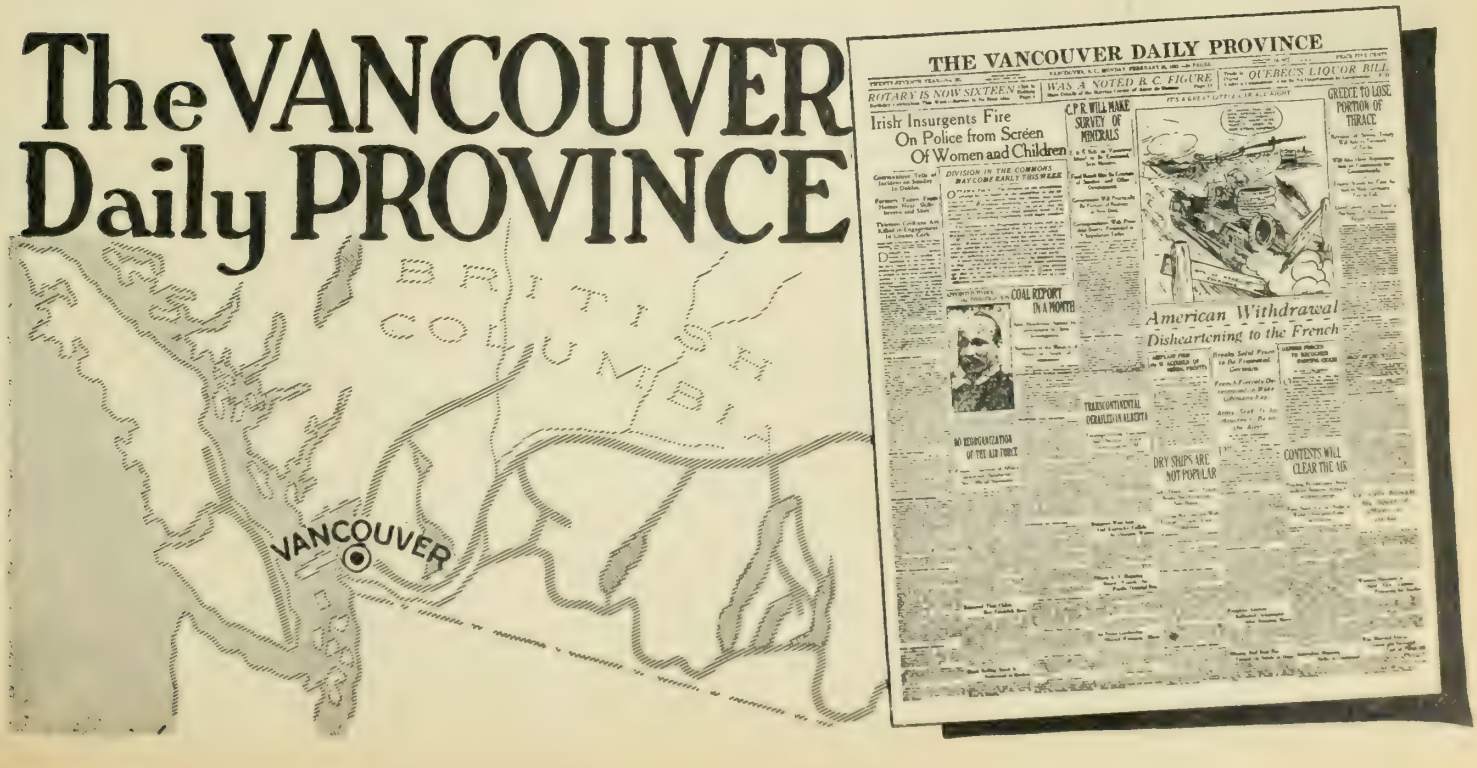
* * *

British Columbia's greatest newspaper, THE VANCOUVER PROVINCE, reaches over 60,000 of the most prosperous homes in "the fortunate province". Use THE PROVINCE to anchor your sales volume in British Columbia.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE


BRITISH COLUMBIA
VANCOUVER
THE VANCOUVER DAILY PROVINCE
ROTARY IS NOW SIXTEEN
WAS A NOTED B.C. FIGURE
QUEBEC'S LIQUOR BILL
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
GREECE TO LOSE PORTION OF THRACE
COAL REPORT IN A MONTH
American Withdrawal Disheartening to the French
TRANSCONTINENTAL DERAILED IN ALBERTA
NO REORGANIZATION OF THE AIR FORCE
DRY SHIPS ARE NOT POPULAR
CONTENTS WILL CLEAR THE AIR

work sheet. Branch offices and departments of the home office are treated just the same as an individual in the office, so far as the work sheet is concerned.

Every item on the work sheet must bear the date on which it originated. This date usually is supplied by the dating of the memorandum slips, letters and notes. Items that are getting "stale" are quickly noticed when the sheet is gone over. Very important items are put down in capital letters, but the use of capitals is strictly reserved for the big tasks.

Items that come up regularly are designated accordingly. This merely requires the addition of the signal "MO.-10" for an item which is to show up every month on the tenth, or "W-Wed" for one to appear weekly on Wednesdays, or "Dly," for those that come up every day. These designations are most useful to the executive in charge in keeping the work sheet up to requirements, making necessary changes and avoiding duplications.

Routine Tasks Not Ticketed

Not all tasks will be placed on the work sheet by the executives or employees responsible for them. There are, of course, some steps of so obvious a character, and some tasks of so strictly a routine nature, that no memorandum is necessary. However, it has been found both wise and profitable to adopt a "safety first" rule. It is better to put a seemingly trivial detail on the sheet, than to have an upheaval some day at a critical time because a "little question" has not received attention.

Instructions passed by word of mouth are "memo'd" immediately by those issuing them, and "charged" against those to whom they are given. If an item already attended to gets into the next edition of the sheet, no harm is done. It is safe to say that if the unexpected happens and the job is overlooked, the work sheet will not let it remain forgotten too long.

If an employee is reported ill, or has gone away on his vacation, necessary tasks should not go undone simply because he is the only one who knows about them.

This suggests an important feature of the work sheet plan. Work can easily be shifted from one employee to another. And the plan is equally valuable when new employees are taken into a department. They can easily pick up the duties they are to handle. The work sheet, and a few words from an executive, start matters running smoothly in a remarkably short time.

Several other devices are extremely useful in connection with the work sheet. In a business house in which this method is used, each home office executive, and some of the branch house managers, are provided with desk files. These are adapted from the sort of dated books of folders that can be purchased at any stationery store. In this concern, special large books have been secured. The tabs ordinarily used for the figures from 1 to 31 have been left blank There are from 30 to 40 tabs in each book, and they are made of paper from which writing can easily be erased.

Each executive and employee marks the tabs of his book from the top down, as follows and in ink, for the sake of permanency: "rush," "today — must," "expect today," "urgent" "suspense," "soon," and "any time." Following these tabs, or among them, are inserted other classifications suiting individual conditions. The remaining tabs are for a time left blank.

A house-mail system is operated in this office. As the carrier drops papers, notes and letters into the receiving baskets, the men at the desks as soon as possible put the papers into the proper folders of their desk books, picking their places in accordance with the attention required by the matters to which they refer. If preferred, the classifications can be departmentalized further. For instance, "attend today—must," and so on.

This additional classification is desirable when the user of a desk dictates to a stenographer at only stated or fairly regular periods. If the

FORM II — Thursday

WORK SHEET

(Sales Department)

MR. TRAVOR — 10/16/17
- 10/14—Pan-American Exhibit report tomorrow
- 10/15—Railroad tariff change summary
- 10/15—Text for new circular B
- 10/16—G. B. system matters
- Mo.15—Go over System Magazine; route spl-articles
- Dly—Attend trade papers
- W.Wed—Summary of Business Conditions

MR. CHALMERS — 10/16/17
- 10/16—Test of new transmission, Beacon Hill
- 10/16—A. D. Favor coming today
- 10/16—Price list revision
- W.Fri—Payroll closing

TAMPICO BRANCH — 10/16/17
- 10/2—Report on B. W. Warehouse
- 10/8—Consolidated Coal Company, credit; close it
- W.Fri—Close expense sheet and mail

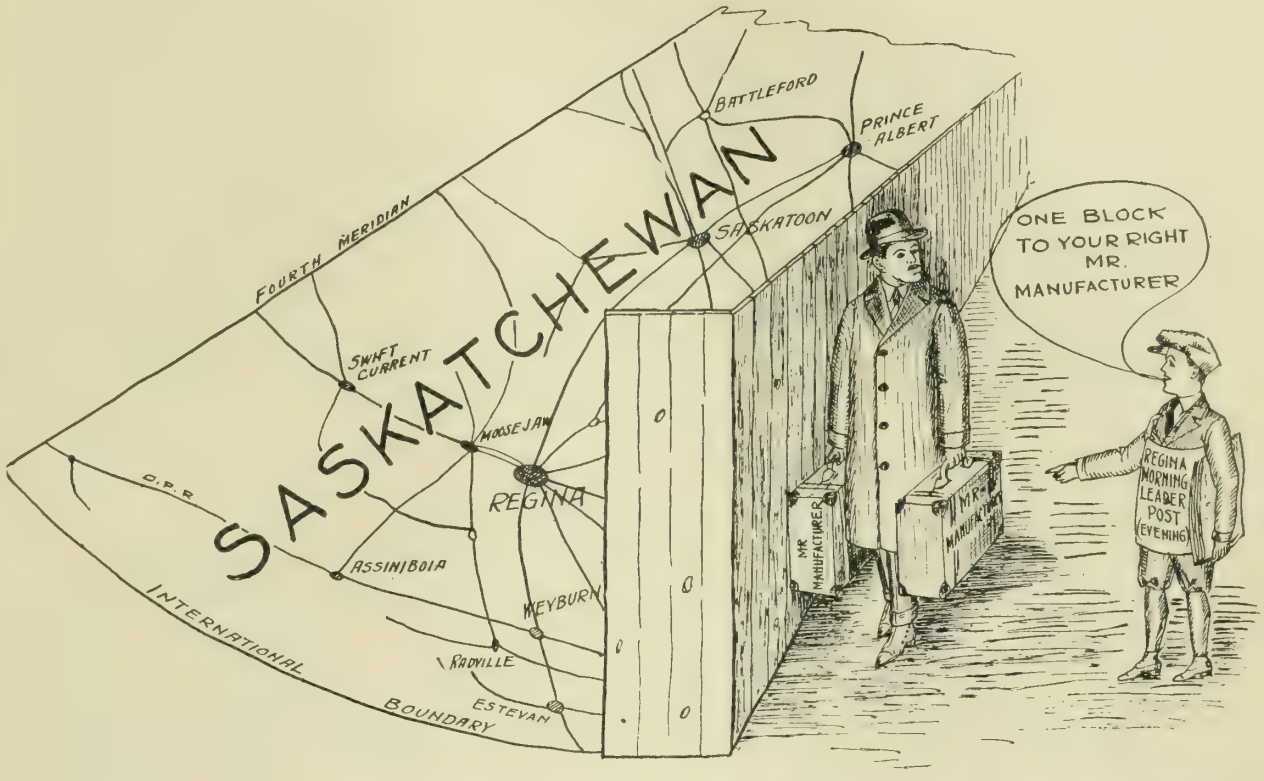
EL PASO BRANCH — 10/16/17
- 10/11—Reduce office expense by 15th

TRAFFIC DEPARTMENT — 10/16/17
- Mo.15—Report on Consignment due
- 10/15—Why St. Paul car delayed?

ACCOUNTING DEPARTMENT — 10/16/17
- W.Fri—Form 65 Report for M. K.
- 10/15—Send B. W. advance fund
- 10/16—Why warehouse checking delayed?

FIGURE 4—This sheet corresponds to the assignment book in a newspaper office. It remains on the desk of the man in charge and gives him a perspective on the duties which have been assigned to all department heads. The carbon copy of this sheet is cut up and sent to each of the men, thus telling them definitely what their assignments are

PROSPERITY IS JUST ROUND THE CORNER



IF THERE'S ANY DOUBT IN YOUR MIND

Ask any recognized Advertising Agency

or

E. J. GUY
302 Royal Bank Building
Toronto, Ont.

E. L. McARTHUR
232 St. James St.
Montreal, Que.

Regina Building Permits 1921
$2,160,030
Half Million more than the capital city of Alberta

Bank Clearings 1921
$203,659,540
The third highest in the history of Regina Clearing House

The Morning Leader and Regina Daily Post (*Evening*)

Largest Circulation between Winnipeg and the Coast

stenographer is close by his desk and can be interrupted to take dictation at any time, or if he uses a dictating machine, it is not so essential to have these more detailed compartments under each variety of classification.

The remaining tabs in the desk book are reserved for special tasks, or those which are unusually extensive. A pencil notation on one of the erasable tabs will show what subject is contained in each folder. All the papers in connection with each item of this type are, on their receipt, immediately put into the proper folder. A memorandum referring to the task will not let the matter be forgotten, once it is placed on the work sheet.

A clip, or some other movable signal, is applied to the desk book tab upon which attention is centered for the moment. Each morning (and also at noon, usually) men having desks start with the "rush" tabs and work down, folder after folder. It is obligatory with them not to leave the office until all "rush" and "today—must" matters have been either finished or in some way provided for satisfactorily.

Congestion Soon Shows

Care, of course, is exercised in using these classifications, and overtime work need not often be necessary, provided no unusual circumstances interfere and the day's work has been handled with reasonable speed, energy and thoroughness. If the desk is overloaded, the work sheet and desk book will soon show it—likewise, if for any reason the occupant is not equal to the requirements of his position, this fact will soon become apparent to those who should know. That, obviously is another important point in favor of this plan.

In an office where many details are always in the process of development, it is usually inadvisable to hold papers, memoranda, letters, and notes on private desks, or even the individual desk books. These should be reserved for tasks requiring immediate attention.

The "expect today" folder in the individual desk books will hold the few communications that are likely to be answered very soon after they have been written. Most letters are not answered so promptly.

Their place, pending further developments, is in the general desk book. When the answer is received, it requires but a moment to get the previous correspondence from the general desk book, attach it, and place the complete information on the writer's desk.

An "XX" file stands one step beyond the general or individual desk books. Big or long-drawn-out propositions or campaigns that cannot be readily rounded up, or that may require information from a multitude of sources, cannot be conveniently placed in the general desk book. nor in the individual desk book, both of which are for immediate attention. Papers of this slow and bulky sort are therefore placed in the "XX" file until they assume some definite shape.

Checking Work Done

If several branches and departments are asked for information on an important subject, or are told to perform certain duties in connection with a big campaign, a bulletin is usually sent to each. Replies are expected. The carbons of these communications are marked first for the work sheet, so that every branch or department may be charged with its responsibility for furnishing the facts and figures that are wanted; and, second, for the "XX" file, "Folder No....."

Some one person in the department that originated the proposition is responsible for collecting and summarizing the data called for. It may be wise, if the subject is of great importance, to put down a regular work sheet "memo" against the name of this executive or assistant, with a reference "XX—No....." preceded by the date on which the task originated and the name of the subject.

When replies come in, some may ask for more advice. They are answered. The "charge" against these departments or branches is changed on the work sheet to suit these circumstances. Others send in the finished figures or facts. The "charge" against them is removed and the communication goes into the "XX" file.

When the collection is complete, the work is "clear" except for the charge against the man responsible for the final summary. By using this system, nothing has been overlooked anywhere along the line. And yet no one has been needlessly worried.

For detailed printing jobs, advertising and selling campaigns, and other matters that are full of routine, the "XX" file is especially valuable. Smaller tasks can be handled similarly and quite as easily in the individual desk books.

In supervising the work sheets it may seem best to have a single high executive in charge of it for all departments, giving subordinate executives only sheets on which the tasks for their own departments are noted. This executive, then, must scan all of the work sheets frequently to see that outside departments and branches do their share promptly. In a large organization this is usually desirable, especially if some of the executives in the branches like to take instructions only from those in authority.

Schedules to Departments

When the type of work sheet described at the beginning of this chapter is used, it can be arranged to send out regularly to the departments and the branches those portions of the work sheet that apply to each of them. This saves a large amount of follow-up correspondence; for the work sheet will be as serviceable as a letter in securing attention for unfinished items. And there is not the risk, as there certainly is in hastily dictated letters, that the follow-up may appear "nagging" to the other man.

When this system of work sheets, desk books, and special files is properly used, all routine matters are instantly and completely available to each department head for reference in the event of a conference with the head of another department or a branch executive.

To remove an item from the work sheet, after it is finished or ready to be disposed of for the time being, it is only necessary to cross it off. If the "memo" is to come up periodically, it will show up in the file promptly at the appointed time.

If it becomes necessary to remove such an item permanently, the word "kill" can be used to indicate that need. If an asterisk (*) appears after the item, or any other signal indicating that there is material on the subject in the local files, the stenographer removes this material and sends it to the general files. As a precaution, it is often wise to have this material placed on the desk of

Continued on page 178

"Freiman's" *"The Big Store"*

Ottawa's Biggest Store

a regular and consistent *Citizen* Advertiser

THE crucical test of any person or institution is—"what do the home folks think?"

Because, if you are thought well of at home this fact is ample endorsement for the man from abroad.

Ottawa's biggest departmental store is a consistent user of the Citizen—the lineage for last year being over three-quarters of a million lines. This big store is one of the outstanding features of Ottawa's business life, having been built up by the business acumen of Mr. A. J. Freiman through consistent merchandizing and aggressive advertising during the last 20 years.

It occupies a three-story and basement building with a frontage of 170 feet on Rideau St., 200 feet on Mosgrove St., and 170 feet on George St. It contains over thirty departments and has a selling floor space exceeding two-and-a-half acres.

It is only one of the many business houses at home who appreciate the value of the Citizen newspapers as advertising mediums.

What the home people endorse can be safely banked upon as being reliable.

When considering your appropriation for Ottawa and surrounding territory—the Citizen should have a prominent place on your list.

25,500

Citizens

are circulated in the city and suburbs daily

Total Circulation Exceeds

29,400

The Citizen

Ottawa's Foremost Home Newspapers

The Morning Citizen **Ottawa** **The Evening Citizen**

KIRKWOOD'S LETTER FROM LONDON

Salesmanship not Britain's *forte*. Great gulf between British magazines and their readers. Multiple hardware shops latest development in chain stores. Fabric glove makers fighting German competition. Advertising of Canada lacking in England. And other comment of topical interest

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

EACH December I lose my temper—this when I examine London's Christmas numbers of the *Sketch, Illustrated News, Tatler, Bystander, Graphic, Holly Leaves,* and half a dozen others, and I include *Pear's Annual.*

This latter publication is passably good, but its benighted publishers supply two art plates whose narrowest dimensions exceed the longest dimensions of the main publication by a matter of about three inches.

The result is crumpled ends, unless one uses a tube—and where can one get a mailing tube? Publishers of Christmas annuals in Britain never heard of such a utility. Ah! I forget. One Christmas, a dozen years ago, I interviewed the publisher of the *Graphic* on this business of supplving in tubes his Christmas number, but he knew many satisfactory reasons why he as a publisher should say Damn! to those who might like to buy the Christmas *Graphic* all prepared for mailing—even as the Toronto *Globe* and the Toronto *Saturday Night* made their Christmas issue, convenient to mail —with label on the tube, and postage rates printed thereon.

Salesmanship is not Britain's *forte,* even among manufacturers, and to look for it in an editor or publisher, Lord Northcliffe excepted, is as almost as vain a quest as looking for the end of rainbows.

The publishers of *Pear's Annual* celebrated its publication by a very brilliant revel at which were present a very distinguished company representative of the arts and industries. Pugilism was represented by Carpentier!

But I did not read in the account of the festive occasion any reference to reducing the size of the plate which will accompany the 1922 issue of *Pear's Annual* to dimensions which will make the publication itself, when rolled, a complete protector.

A surprisingly large number of Christmas issues show lovely woman in varying degrees of nudity, and some of her delineations have the eccentric distortion which one sees when viewing figures in moving pictures from an acute angle.

THE MINDS OF BRITISH EDITORS

Now, whatever may be the sinful nature of my secret mind, I may not send to my friends Christmas issues which might put a blush on some modest cheek, and which would expose me to much suspicion. So I had to return to my news agent the larger number of the Christmas numbers which he let me take home for leisurely examination. My refuge has been in the Christmas issue of *Country Life* — a swollen regular issue, fat with illustrated advertisements of fine estates for sale. Recipients of similar issues of this publication, sent by me in previous years, lament, in their acknowledgements, the calamities which compel so many glorious homes and estates to be put on the market. The editorial pages of the Christmas and midsummer special issues of *Country Life* are of minor appeal—though always good, and the illustrations in themselves, and in their printing, are admirable.

The salacious minds of British editors of illustrated weeklies are said to be a reflex of the society in which they mingle. Let us hope that it is so — for the circles which bind their movements are narrow enough. I refuse to think that the minds of the great mass of their readers are of the unclean sort.

The editors of Britain's newspapers are streets ahead of the editors of British popular magazines and periodicals, and their understanding of the public. Editors of magazines and periodicals do not, as far as I see things, make any real effort to produce a publication which is really edited by their readers. They keep a great gulf between them and their readers. British short-story writers, omitting a few whose work is acceptable to the *Saturday Evening Post,* for example, write very wooden stuff; and no British magazine is right which fails to contain one or more illustrations depicting the murderous use of fire arms, or a fallen brute, knocked down by a useful fist. Blood is a necessity. Illustrators respond to its stimulus as does a bull.

ADVERTISEMENTS IN COLORS

Colour advertising in Great Britain — 3 and 4 colour process advertisements — cannot be had in media of large circulation — this speaking broadly. In the Weldon's women's publications, on the back cover, one can have colour; but there are no inner positions. The illustrated weeklies offer colour advertising, but they are expensive to employ, on account of their limited circulation, and because of their decidedly "class" circulations.

I was made very sensible of this lack in dealing with the advertising of a firm whose merchandise is a colour product—of the dye type. No colour advertising in efficient media was obtainable, apart from the binding in of inserts; and inserts are expensive and troublesome, and must be printed by the publisher, to protect him from forfeiting his newspaper status with the G.P.O. In the case of the Weldon's fashion publications—a family of three—the back cover position (£800) is sold for all 1922 issues.

BRITISH "GOOD HOUSEKEEPING"

The publishers of *Nash's Magazine* are to begin the publication in this country of *Good Housekeeping.* I presume that the enterprise will correspond with the practice of producing British editions of *Vogue* and the *Delineator. Nash's Magazine* is really a replica, so far as its principal contents are con-

Canada's Greatest Port Had Record Season

ALTHOUGH activities in other great ports of the world were curtailed to a marked extent by reason of world-wide trade depression, the shipping season of 1921 was a record one for the port of Montreal, which had a larger number of vessels arriving and sailing than ever before in its history.

During the season a total of 807 trans-Atlantic steamers, with a net tonnage of 2,598,494 tons, arrived and sailed from Montreal harbour, representing an increase of half a million tons over the traffic in 1919, the highest previous year.

During the year 1921, *The Gazette, Montreal,* carried more Shipping and Railway advertising than any other Canadian daily, leading the next paper in Montreal by 168,124 lines, a lead of 90.4%. This fact indicates the unique ***buying power*** of *The Gazette* circulation.

The Gazette, Montreal, is the only English morning daily in Canada's greatest city. It reaches the cream of the spending class. As "Canada's Best Newspaper," *The Gazette* produces the best results for its advertisers and should be on every advertising schedule in its territory.

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
World Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gilman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

cerned, of the American *Cosmopolitan*, but in the standard size.

The British publishers of *Vogue* have been spending a very substantial sum to advertise it, using a series of large spaces in the London *Daily Mail*. It is hard work to establish the sale of a British magazine. Subscription circulation is not an objective—there is no advantage to the buyer, who must pay for each issue the full retail price, plus the postage. So it is cheaper to buy from month to month, or week to week, from one's news dealer. The reason is: the news agents can and would crush any publisher who seeks to cut them out of the distributive process—they must always have their ounce of flesh. This cramp on publishers' freedom applies, also, to newspapers and trade papers.

Multiple Hardware Shops

Britain is to have a chain of 150 or more hardware shops, to be known as the Sheffield Steel Products Stores, Limited. The first of them has already been established.

The company in a prospectus says that British retailers have been profiteering on its goods, so preventing their largest sale; and that they have been favouring German-made competitive products, because of the enormous profits which the exchange situation has made possible.

The Stores Company is a child of Sheffield Steel Products Limited—an amalgamation of about 20 companies, with a paid up capital of £2,500,000. The products are known as Sheffield light steel products—scissors, files, cutlery, electroplate, saws, spanners, etc.

Shops will be opened in towns of 50,000 population and over, and will have standard fronts and standard interiors. These shops will be the first multiple or chain shop of their class—namely, hardware shops. The enterprise resembles that of the Winchester Arms Company of the U. S. A., which Company has established its own shops in many centres, but the principals of the Sheffield Steel Products Stores, Limited had not known of the Winchester enterprise in laying their plans.

I made my first visit to Sheffield in connection with the preparation of the prospectus of the Stores, and had an interesting excursion through several of the company's mills and factories. The principal works cover 9 acres, under one roof—a single floor. Here files, cutlery, electromagnets, and several other lines are produced. The chairman of the company is a man only 38 years of age.

A Glove Fight

A curious plus-and-minus glove fight is going on in this country. It relates to German-made fabric gloves, sold in this market much below any possible price for a British-made glove of the same character.

A year or so ago the British fabric glove manufacturers spent £5,000 in a co-operative advertising campaign, to thwart the sale of German-made fabric gloves; but I venture to say that nobody except the contributors knew that much more than £100 was spent in this effort. I saw two or three of the feeble advertisements when they appeared; so when a glove-maker told me that £5,000 had been spent on this campaign, I opened my eyes in surprise.

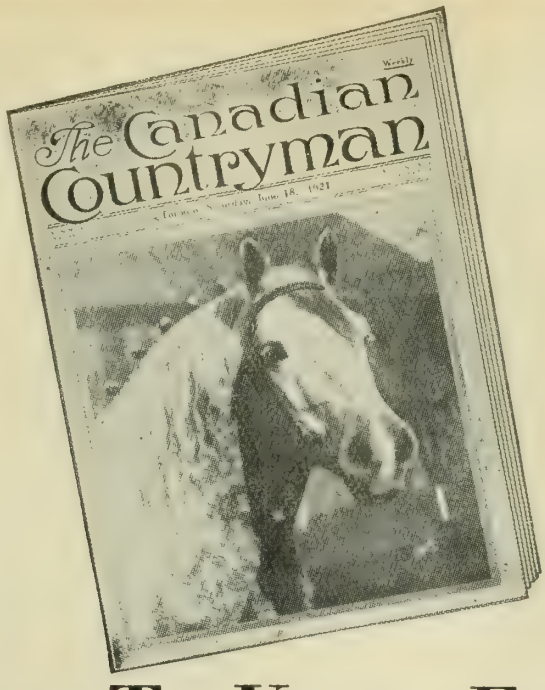
My suspicion is that the co-operators sprinkled their advertising over

Continued on page 172

Daily Mail
Weekly Dispatch
SHALL THEATRE QUEUES BE STOPPED?
Famous artists' ideas of how Mackintosh's Toffee de Luxe is made
No 1. W. Heath Robinson
A HALF HOUR IN TOFFEE TOWN
MACKINTOSH'S TOFFEE DE LUXE
—the Quality Sweetmeat

The Chair that makes going to bed a trouble!
These Furnishing Houses sell the Buoyant Chair
Is there one near to you?
THE fire has been mended and the hearth swept. Curtains drawn; lamp lighted; the world and its worries shut out. The evening has come and the evening brings us home. ¶ It stands soft yet solid on the hearthrug, planted deep in the peace and quiet of a man's home; bathed in firelight and shadow. It is a nest within a nest. It is a Buoyant chair. Sink down in it; lie back in it, curl up in it. It is the very genius of comfort and indulgence. ¶ The wonder is that anything so soft can yet be so strong. You cannot illtreat a Buoyant chair. You may jump on the seat. You may keep on jumping. The Buoyant chair won't complain. And the secret is in the springs, in the springing of the springs. ¶ It is the chair of consummate ease. Never before has human fatigue been so nursed and pampered and indulged. Pertverte old sinner, it prepares you for bed and prevents you going.
EASY BUOYANT CHAIRS

Two full-page advertisements from London's big daily—one an example of "cartooning" one's own product—the other an English example of advertising tie-up with retail distributors which has seldom been excelled on this continent.



If You Want To Know Farm Papers Ask The Farmer

THE advertising manager of one of Canada's biggest manufacturing concerns—for years a large advertiser in farm papers — determined that he would know, first-hand, what the farmer thought of the various farm publications circulating in Ontario. He selected two of the best counties, and motored about for several days interviewing the outstanding farmers.

He found that there were two publications which these farmers placed far above any others. They were conceded to be in a class by themselves.

One of the two publications was *Canadian Countryman.*

So pronounced was the feeling, which this advertising manager found, that he is concentrating his appropriation for Ontario farm papers in the two publications referred to. He knows that, through them, he covers the farmers of real progressiveness and better-than-average purchasing ability. His policy of concentration enables him to greatly increase the size of his space, and make a much more powerful appeal to a select constituency.

* * *

If you want to really know farm papers, go out into the country and talk to the farmer about them.

A farm paper succeeds as it is governed by ideals of real service to the farmer and his family—as it enters intimately into their business operations and home life—as it proves a reliable counsellor and good neighbor—as it understands, and reflects, that nebulous but vital consideration, the farm viewpoint.

There is a great difference in farm papers, as the farmer views them.

* * *

In circulation (over 39,000 weekly) *Canadian Countryman* leads, by a wide margin, any other strictly farm publication in Ontario. Its service is available to advertisers at a lower rate, in proportion to circulation, than that of any of its competitors.

In 1913 *Canadian Countryman's* milline rate ranged from $6.00 to $7.20. At the beginning of 1921 it was $9.09. At the beginning of 1922 it has been reduced to $7.69—close to the pre-war level.

Within the last seven months Printers' Ink pointed out that the average milline rate for the 69 leading weekly farm papers of the United States was $11.14.

Behind *Canadian Countryman's* Circulation

is the buying power of 39,000 better-than-average farm families, comprising approximately 200,000 consumers; of 39,000 farms comprising approximately 6,000,000 acres of the finest farm land in the world —truly a great market, to which *Canadian Countryman* provides the means of favored access

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING *Member Audit Bureau of Circulations* TORONTO

EDITORIAL COMMENT

An "Around-the-World" Number

ON March 1st MARKETING enters upon its fifth year. It will mark the event by taking a trip around the world. As announced elsewhere, the next issue of this magazine will be an "Around the World" number calling on manufacturers and exporters everywhere with the idea of interesting them in Canada. It will be the biggest and most representative issue of MARKETING ever published, but that is not the most significant thing about this special number.

Not so long ago it would have been impossible to issue such an "Around the World" number of MARKETING with any prospect of rendering a worth while service. Manufacturers had the entire world for their market, and although there were areas that approached saturation, there was generally no great difficulty in disposing of surplus products. Today there is no such thing as a "world market" in the old meaning of that term. While industrial productivity was never so efficient as now, the outlet for manufactured goods was never so restricted. Countries that once bought bountifully now buy from hand to mouth, and some of them not even that. For many years to come, Canada will be one of the greatest of buyer nations. From now on her development is going to be rapid and unprecedented for it is always easier and more satisfactory to build a new nation than it is to rehabilitate an old. That truth will be demonstrated once again in the case of Canada.

Like her great neighbor to the south, Canada has never hesitated to call to her aid in the great task of development any and every worthy agency from the outside that was willing to come in and help on the good work. Sometimes these agencies have not proved to be so worthy as at one time was supposed, but much has been learned in this connection, and the grave errors of the past are not likely to be repeated. Today Canada is calling to the manufacturers of Great Britian and the United States to come in and make full use of her illimitable "white coal", her immeasurable natural resources, and the quenchless optimism of her people. Canada has set her heart upon becoming a great manufacturing nation. Nature has decreed that she may become so if her people will, and Canada has taken up the challenge.

This combination of circumstances makes the coming "Around the World" number of MARKETING of peculiar value. It will tell Canada's story in this respect just as it should be told and to the men who are waiting to hear it.

* * *

Clearing The Shelves

FOR over two years many retail shelves have been holding goods that were bought originally for quick sale but which have been hit by the general decline in prices. Of late most of these crowded shelves have been showing gaps to be filled with new stock. Merchants have been taking losses. Products bought at peak prices are no longer being permitted to park themselves on the shelf in the vain hope that some day, somehow, they will be disposed of at a figure to realize their cost or even show a small margin. They have had their day, standing row on row, holding up the traffic and shutting out the flow of better business, until the store or warehouse began to run a risk of being mistaken for a museum or antique mart at least.

That day has gone. The order to "Move on!" has done good all round. It has demonstrated that for retailer, wholesaler and manufacturer the best thing for business is not waiting for the highest possible profit, but turnover. The shelf is intended to be a means towards quick turnover. When it becomes merely a warehouse to accommodate goods that have fallen in price, it is a sure obstruction to traffic and a money loser.

* * *

Selling Costs and Business Mortality

ONE factor seldom reckoned with in starting a new business is the probable duration of its life. In a recent investigation covering a wide range of representative manufacturing, wholesale and retail concerns the startling discovery was made that the average life of a business is a fraction over seven years. A subsequent analysis of business mortality figures indicates that the "death rate" is increasing rather than otherwise.

These statements are sufficient to give every business man pause and lead him to conduct a broader and deeper inventory into his affairs than that which ordinarily satisfies the auditors. Of the twenty-seven reasons given for business "deaths" in the manufacturing field, eleven may be included under the heading, "faulty selling"; and the same is proportionately true of the wholesale and retail concerns that were investigated. It is just here—in selling—that the "canker of ineptitude" gets in its most deadly work.

Apart from the fluctuations in wages and the cost of raw or semi-raw material, mechanical invention and scientific management are keeping production costs at a more or less uniform level. It is in getting the finished article into the hands of the consumer that the costs curve shows an ever upward tendency. Keener competition is being met by super-salesmanship, and anything that is really "super" is a costly article. The result is that those firms who do not indulge in ultramodern methods to dispose of their product, go the wall; while those who do, find it costs more to sell an article of general consumption than it does to make it.

It is sometimes easier to diagnose a disease than to write a prescription for its treatment, but the dual problem of dwindling sales on the one hand, and of mounting selling costs on the other, has so far yielded to but one method of cure. The experiment of arbitrarily reducing selling costs by curtailing the size or efficiency of the sales organization has never failed to aggravate the evil. The one force that has proved itself capable of lessening the cost of selling by increasing production and causing a "suction of demand" on the part of the consuming public for standardized and identifiable goods is efficient advertising.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Consumer and Salesman Too

A hardware specialty manufacturing company secured wide distribution for their mop polish by inducing the consumer to act as salesman through a free mop offer. An advertising campaign opened with an offer of a $1.25 mop free. This was obtained by the customer cutting out the certificate at the bottom of an ad, filling in her name and address, taking it to her dealer, and giving the dealer an order for two bottles of the polish. Space was provided on the certificate for the dealer to fill in an order for one dozen 6-oz. bottles of the polish. The certificate was then handed back to the customer, who mailed it direct to the company, and received, express prepaid, a $1.25 mop free.

A Plan that Cut Some Ice

A manufacturer of refrigerators, finding the sales of his product lagging behind in a large western city, conceived the plan of offering free with each refrigerator sold a book good for 500 pounds of ice. Announcements of the offer were made in full-page newspaper advertisements. The plan followed was to give the purchaser of the refrigerator an order for a 500-pound ice coupon book, good on any ice company in the city, when the initial payment was made and the refrigerator was delivered. A time limit was set for the offer and before the expiry of the time over 350 refrigerators had been sold.

Company Buys Own Samples

A new practice in sampling, probably arising from a desire to avoid illwill on the part of a dealer who might be averse to having a smoker obtain too much "free goods," has been adopted by a tobacco company. In a recent cigarette sampling campaign the men of the company's crew were instructed to buy, for cash, in a dealer's store, whatever cigarettes of the particular brand that was being pushed, needed for free distribution. The sampling was done in the store where the goods were bought, and the dealer made a sale, as well as a "first impression" on the man who happened to come in and fall into the sampler's clutches.

Adding a Link

Inside the package of a well-known toothbrush are to be found three devices for retaining the interest of the purchaser. Two coupons are enclosed, one of which, when properly signed, secures a free book on teeth and tooth brushes, and when accompanied by 20 cents secures a nickel-plated toothbrush holder for travellers. The other coupon is printed in colors and illustrated with a picture of "the Tooth Brush Girl" whose portrait may be secured when the coupon is accompanied by ten cents.

Got Distribution

When "Krumbles" was put on the market its makers found the jobbers not unduly enthusiastic about stocking another ready-to-eat breakfast food. An ingenious advertising stunt soon put the new product over with a bang. An unfinished advertisement appeared in the papers telling about the new food, but leaving a space for the reader to fill in. To the person who would fill it out, describing in thirty or forty words the qualities of "Krumbles" that appealed to her, in the most graphic and attractive way, a prize of five dollars was offered. Pretty soon the entire city was writing "Krumbles" ads, and it so happened that to compete for the prize they had to buy a package of the new food from their grocer. If the grocer didn't have it, no other food would do, and it was only a few days before the jobbers came around with hats in hands and begged to have their orders filled. Later the idea was worked with equal success in other localities.

Getting the Maximum of Orders

A firm whose selling is confined to the larger cities has devised a sales policy that enables it to draw a maximum of orders from each locality. When a salesman joins their staff he is informed that all the customers he gets for the house will belong to him, and all sales from these customers are credited to him as long as he remains with the house. On the other hand the salesman is informed that all prospects belong to the house. Whenever a prospect is located in a territory normally covered by a salesman the prospect is turned over to that salesman for a period of six months. If at the end of this time the salesman has not succeeded in selling the prospect the latter is withdrawn and given to another salesman. He also is given only six months in which to sell the prospects, and so the process goes on. By this method a salesman cannot hold more territory than he can sell. Failure to sell a prospect means that he automatically loses him, and another man is given an opportunity.

Fewer Lines But Bigger Sales

By reducing his number of lines from 115 to 24, a manufacturer of women's handbags has increased his business far beyond previous records. He found advance samples of a new design bringing in an unprecedented volume of orders, both as to number and quantities. He decided to close out at a special price all stock of the various other lines and sink or swim by means of the new line, made up in three fabrics, in five colors each, and three leathers in three colors each, or twenty-four numbers in all—less than one-fourth of the original variety. By giving his trade something on which they could concentrate he increased their turnover and his own sales.

Getting Real Prospects

A firm of motor boat makers secured a list of four hundred real businesslike prospects at an exhibition by the judicious use of sales literature. Their representative's job was to get into the hands of boat-owners, actual or prospective, a certain piece of sales literature that had cost a good deal of money to produce. The first night of the show his stock was reduced by 600 copies, most of which were scattered about the floor of the building. Next day the souvenir-grabbers were confronted by a sign which read: "Supply Exhausted: Register Here and a Copy Will Be Mailed You." After looking at the sample copy nailed to the counter, most of the crowd passed on their way. Those who carefully filled in the registry blanks were obviously good prospects and from the list of names so compiled good business eventually resulted.

When The Salesman Fails To Connect

A novelty house has succeeded in eliminating much of the expense caused by the fact that its salesmen fail to find many of their prospects "at home" when they call, by expressing a choice line of samples to the merchant who could not be seen. A letter somewhat in this strain is written:

"If you had had an opportunity to look at our Mr. Smith's samples when he was in your city the other day, you would have been especially interested in the items which we are sending you by express tonight. Look over those samples at your convenience. You will find the number and the price on the tag of each article. You may retain the sample, free of charge, of each item of which you order at least a dozen. If you wish to keep other numbers in the lot, without ordering any additional, it will be satisfactory to us. They will be billed to you at dozen prices. Kindly return by express, charges collect, any samples which you cannot use."

Irrevelance Attracts

By the addition of a single question to a list which he was sending to county officials, the manager of a contracting concern raised his proportion of replies from a low average of twenty to a high average of eighty per cent. The aim of the letters was to get advance information in regard to projected improvements in the different districts, on which the contractor wished to furnish estimates. The officials were under no obligation to answer, and only twenty per cent. of them did so. In the revised letter this question was added: "What is the most important newspaper in your town?" The question had nothing to do with the information desired, but it did at once win the attention of the elected officials, who felt they would be doing one of the local newspapers a service by mentioning its name. At the same time they answered the other questions.

Kirkwood's London Letter

Continued from page 168

many media, in that prevalent and curious belief that the gentle spray from a watering can goes deeper than the gush from a nozzle.

Beginners in advertising believe in bird shot, not in bullets; or to vary the metaphor, they think that scratching the soil is better than digging it to make it productive.

The man I saw about gloves many months ago had lost what small faith he may have had in the power of advertising because the misspent £5000 had not set the Thames on fire.

For months and months the British makers of fabric gloves have been pulling wires to secure protection against the competition in the home market of German-made gloves. Now there is introduced a minus factor, namely, the opposition of manufacturing exporters of the yarn used to make fabric gloves, and of the distributors of fabric gloves.

The committee set up by the Board of Trade to consider applications under the Safeguarding of Industries Act has been hearing evidence from directors of spinning companies from the president of the Bolton Chamber of Commerce, from principals of wholesale houses, and others, and these spokesmen declare that they want the German-made glove to have easy access into this country, on the grounds that the gloves are better made, better value, and use up British yarns. It is claimed that if a ban or barrier be placed against the easy admission of German gloves, it is going to be bad for yarn spinners, glove distributors, and the British consumer.

Self-interest is the dictator of policies and politics.

New Zealand's Ambition

My daily newspaper tells me that the Government of New Zealand are developing a scheme to market New Zealand produce in Great Britain. The project is to establish a domestic organization to handle the whole of that Dominion's output, and to market it in this country—perhaps also elsewhere, as New Zealand produce, carefully graded, and eliminating separate brands and handlings.

Australian canned goods have been advertised in a rather capricious way in this market, but there

VOLUME ADVERTISING CANADIAN MAGAZINES for 12 MONTHS, 1920-1921

(By principal classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING)

Publication	No. of Issues	Agate Lines to Page	Autos, Accessories and Supplies		Foods, Confections and Beverages		Household Supplies		Household Equipment		Music and Instruments	
Magazines			1920	1921	1920	1921	1920	1921	1920	1921	1920	1921
MacLean's Magazine (b) (c)	22	700	100,003	46,187	75,986	32,106	31,824	27,942	74,704	55,440	26,551	8,228
Canadian Home Journal (a)	12	700	20,380	8,730	65,517	37,565	24,826	29,167	26,239	42,504	20,425	5,045
Everywoman's World (a)	12	700	13,247	6,515	49,444	30,452	20,549	19,285	29,400	27,844	18,670	2,039
Western Home Monthly	12	720	14,647	10,532	48,780	33,586	10,405	15,374	15,792	13,865	35,853	17,030
Christian Guardian	52	700	—	60	—	14,324	—	4,481	—	11,799	—	4,096
Canadian Magazine	12	224	15,501	5,807	29,788	22,912	5,557	4,368	13,878	13,580	5,152	2,217
World Wide	52	700	14,190	4,097	8,504	8,036	—	613	1,564	895	1,272	—

(a) Page changed to 175 lines April, 1920.
(b) Twice a month after Feb. 1, 1921.
(c) Two issues missing owing to strike.

VOLUME ADVERTISING CANADIAN FARM PAPERS for 12 MONTHS, 1920-1921

(By principale classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING

Publication	No. of issues	Autos, Tractors Accessories, Supplies		Dairy Equipment and Supplies		Farm Implements and Machinery		Farm Equipment		Seeds and Supplies		Household and Personal Supplies		Household and Personal Supplies	
Farm Papers		1920	1921	1920	1921	1920	1921	1920	1921	1920	1921	1920	1921	1920	1921
Grain Growers Guide (g)	46	125,002	66,109	23,619	15,019	76,016	35,109	106,827	65,645	24,003	15,570	192,023	126,434	16,253	9,892
Farmer's Advocate (London)	52	96,990	57,915	36,424	17,699	63,837	42,720	135,781	97,043	33,135	18,721	128,694	120,561	36,147	20,531
Canadian Country'n	53	100,903	56,964	29,718	13,852	49,262	37,335	106,012	88,293	34,908	17,226	135,206	125,937	22,881	17,309
Farmer's Advocate (Winnipeg) (h)	45	97,829	48,990	22,319	16,437	63,641	29,193	85,516	49,357	25,510	11,026	159,054	142,418	21,616	10,754
Nor'West Farmer	24	131,794	65,406	23,740	12,065	59,888	31,480	82,528	53,910	20,445	11,847	147,204	117,423	14,600	7,916
Farmer's Magazine (g) (h)	48	95,247	39,923	14,386	5,463	43,882	20,410	80,373	53,646	14,749	7,888	107,025	106,307	12,686	9,036
Farm&Ranch Review	24	83,418	41,005	18,918	11,085	37,725	19,731	63,010	36,976	12,143	7,825	109,479	75,756	15,520	10,062
Canadian Farmer (d) (g)	52	40,055	24,673	18,852	2,267	26,588	21,827	55,844	31,849	9,802	7,521	96,296	72,487	15,278	11,519
Farm & Dairy (h)	37	40,344	25,055	35,284	16,535	34,963	12,605	37,922	38,273	12,689	9,273	43,299	24,064	21,526	8,592
Maritime Farmer	24	35,214	17,404	14,939	5,411	25,569	16,796	49,314	36,464	9,780	7,989	68,555	68,665	16,711	8,006
United Farmer Guide (m)	32	—	18,138	—	2,941	—	8,888	—	23,045	—	6,600	—	67,005	—	11,520
Family Herald & Weekly Star Edition (d)	51	105,720	62,784	34,039	16,479	65,129	45,454	111,459	87,061	34,031	21,338	287,873	255,917	37,055	22,283
Family Herald & Weekly Star West ern	52	—	64,134	—	15,007	—	36,468	—	70,165	—	17,492	—	236,465	—	20,341
Ottawa Farm Journal	104	90,449	51,073	25,651	9,973	47,212	27,858	97,238	59,819	24,083	13,288	205,600	107,314	29,514	18,400
Farm & Home	52	67,317	27,918	14,887	11,662	38,837	16,958	75,647	54,972	47,724	27,058	108,551	112,314	38,963	32,935
Farmer's Sun (g)	105	56,329	38,845	25,135	8,533	50,826	24,942	78,652	50,959	35,618	21,669	81,764	78,642	30,425	16,469
Free Press & Prairie Farmer (d)	52	49,424	38,439	5,221	4,943	21,075	15,566	47,517	19,595	10,840	7,920	104,956	98,636	8,617	6,816
Manitoba Weekly Witness	52	17,106	8,244	5,459	1,252	17,820	3,283	26,246	8,435	4,126	2,664	32,632	24,122	6,949	2,512

(d) Ceased publication to strike
(e) Ceased publishing owing to strike
(f) Ceased publication owing to strike
(g) Changed publication owing to strike
(h) Changed publication owing to strike

(m) Twice a month from May, 1921
(n) Semi-monthly till Feb 1st, 1921
(p) Semi-weekly till Nov 1920
(q) Twice a week after Jan 15, 1920
(r) Two issues missing, shortage of paper

may be a more sustained campaign for Australian canned goods, and one of greater authority than the efforts of the past. Australian Burgundy is freely advertised.

South Africa is a land of settlement and as an orange-growing country is quite persistently advertised by private interests.

Land in London

A man of mystery has authorised an important firm of estate agents to spend £2,000,000 of his money on the purchase of London property —offices, theatres, dwellings, cinemas. He wants freehold property within six miles of Charing Cross. Men with free money these days, and ready to spend it are not very numerous. so this bold Croesus has attracted to his unrevealed self a great deal of enquiring interest.

One has to conceal one's identity sometimes; in other words, publicity is sometimes embarrassing. Thus George Robey's salary per week for participation in a Christmas pantomime was said by some too well informed newspaper man to be £650; and that of the leading lady in the same programme £300—a total per week, for two principals of £950. George—London's greatest living comedian—may have swelled his chest, in sanctioning the publication of his greatness; but when he and his partner found themselves being bombarded with begging letters, then the humour of the situation, and the pride in it, took on a new complexion, and George and the Lady declare that they are not getting together £950.

It does not profit a man to have his wealth advertised. Thus, a Colonial magnate has offered £2,000 for a certain painting of the Prince of Wales—through an agent. If his name leaked out, he knows that he would be offered some thousands of other paintings not wanted by him, and to save the would-be sellers the great pain of disappointment following on refusal, this thoughtful rich man keeps his name to himself.

A certain rich man in London desired fame for himself and his name and was attentive to the soft suggestions of a man whose nationality proclaims his love of money—and he is not a Scot. The proposal was that he—the rich man—should have published in a publication called *Men of the Day* a cartoon of himself, and a write-up, and the proposal looked so good that signa-

VOLUME ADVERTISING CANADIAN MAGAZINES for 12 MONTHS, 1920-1921

(By principal classifications. Exclusive of publisher's own advertising. Figures compiled by MARKETING)

Publication	Toilet Specialties		Wearing Apparel		Financial, Inurancese Government,etc		Proprietary Remedies		Not otherwise Classified		Total Agate Advertisnig	
Magazine	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**
MacLean's Magazine (b) (c) ..	84,143	62,105	54,479	34,484	12,282	7,393	15,897	10,459	167,891	131,231	643,760	415,575
Canadian Home Journal (a)...	63,048	47,879	45,625	36,120	616	1,121	14,295	10,060	45,697	63,380	326,668	281,571
Everywoman's World (a).....	61,601	35,283	34,421	19,837	728	2,269	22,339	16,367	55,839	59,150	306,238	219,041
Western Home Monthly.....	16,720	16,610	33,700	12,202	11,561	11,913	18,587	11,086	71,911	60,587	277,956	202,785
Christian Guardian.....	——	728	——	11,745	——	34,644	——	1,761	——	81,995	——	165,633
Canadian Magazine.....	9,672	8,316	19,076	11,561	12,968	13,626	16,231	13,277	49,016	49,882	176,839	145,546
World Wide.....	4,796	1,050	21,012	6,897	20,123	30,534	1,792	174	28,078	28,443	101,331	80,739

(a) Page changed to 175 lines April, 1920.
(b) Twice a month after Feb. 1, 1921.
(c) Two issues missing owing to strike.

VOLUME ADVERTISING CANADIAN FARM PAPERS for 12 MONTHS, 1920-1921

(By principal classifications. Exclusive of Publisher's own advertising. Figures compiled by MARKETING

Publications	Banks, Insurance and Government		Classified		Not Otherwise Classified		Comparative Total Com'l Advertising		Live Stock Advertising		Proprietary Remedies		Total Agate Lines Advertising	
Farm Papers	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**	**1920**	**1921**
Grain Growers' Guide (g).....	87,373	57,384	64,429	65,805	164,049	91,103	879,494	548,064	65,831	13,119	5,940	5,365	951,265	566,548
Farmer's Advocate...• (London)	36,041	30,162	6,115	5,698	76,028	59,982	649,192	471,032	145,846	117,259	1,693	2,019	798,731	590,310
Canadian Countryman	25,679	27,496	902	3,301	81,739	63,307	587,258	451,020	50,181	43,955	3,812	3,351	641,251	498,326
Farmer's Advocate.... (Winnipeg) (h)....	39,508	41,965	9,688	9,269	130,305	74,215	654,986	433,624	56,525	16,200	4,028	2,810	715,539	452,634
Nor'West Farmer.....	42,434	32,530	23,424	21.886	112,846	77,609	658,903	432,072	65,158	48,820	6,295	4,145	730,356	485,037
Farmer's Magazine.... (e) (n).....	14,093	17,619	1,186	2,853	42,560	54,527	426,178	317,690	44,039	40,172	2,042	9,023	472,259	366,885
Farm & Ranch Review	31,039	31,970	6,200	7,718	89,648	67,503	467,100	309,658	36,689	17,563	7,952	8,494	511,741	335,715
Canadian Farmer..... (d) (p)	13,683	29,315	2,871	1,487	93,699	80,933	372,968	283,878	53,510	35,682	24,569	13,799	451,047	333,359
Farm & Dairy (h).....	27,576	21,973	5,215	4,366	49,011	38,111	327,829	198,847	93,888	58,710	2,104	3,487	423,821	261,044
Maritime Farmer.....•	11,077	10,131	1,251	3,370	35,033	24,419	267,443	198,655	19,875	16,903	16,404	11,912	303 722	227,470
nited Farmers'..... Guide (m).....	——	9,392	——	5,808	——	26,019	——	179,356	——	6,901	——	486	——	186,743
Family Herald & Weekly Star (Eastern) (d)	39,338	48,231	82,748	91,108	198,973	133,435	995,365	780,957	3,296	1,768	56,984	52,981	1055,645	835,706
Family Herald Weekly Star (Western).	——	51,562	——	95,689	——	128,814	——	736,137	——	1,232	——	51,632	——	789,001
Ottawa Farm Journal.•	15,091	16,642	121,832	110,162	193,763	138,258	850,123	552,787	35,032	32,398	62,949	62,042	948,404	647,227
Farm & Home	23,968	18,031	39,805	52,139	216,957	172,054	672,686	525,981	13,242	4,816	16,028	27,867	701,956	558,664
Farmers' Sun (a)	59,252	57,257	25,907	42,902	314,621	181,715	758,529	521,933	38,571	13,100	18,118	23,576	815,218	558,609
Free Press & Prairie Farmer (r).....	17,740	19,132	46,829	41,159	108.731	128,275	420,953	380,483	5,685	2,198	96,771	89,038	523,409	471,719
Montreal Weekly Witness	3,995	15,787	38,838	26,459	38,002	24,212	191,183	116,958	378	48	49,331	45,822	240,982	186 828

(m) Twice a month from May, 1921
(n) Semi-monthly till Feb. 1st, 1921
(p) Semi-weekly till Nov. 1920
(q) Twice a week after Jan. 15, 1920
(r) Two issues missing, shortage of paper.
(d) One issue missing owing to strike
(e) Two issues missing owing to strike
(f) Five issues missing owing to strike
(g) Six issues missing owing to strike
(h) Fourteen issues missing owing to strike

Intensively

That is how the

Daily British Whig

is read in the Kingston territory

That is how *YOU* want your advertising read

Member of the A.B.C.

JANUARY average 6,580

$26,365,810

was the 1921 production in the territory covered by

The Daily News

NELSON

British Columbia

Member A.B.C.

ture was attached to a piece of paper. In due course *Men of the Day* made its appearance, and later the Knight received a bill for £6,000 plus a few odd and frivolous pounds. He was not having it, and so the matter went to the court to be aired. In the end, the man, whom some would call Easy Mark, paid £1,000, and I am certain that he made some vows regarding his conduct for the future.

In evidence it was said that there are many rich men in London—and presumably in Great Britain—who are willing to pay handsomely for personal publicity. If this is so, is there not in this fact an opportunity for some seductive salesman in Canada who may wish to spend a few months on this side of the water? Pulling the legs of rich men is a grand business.

I heard Sir Gilbert Parker bidding for free publicity at a luncheon given by London's new Canadian Club to Stephen Leacock. Sir Gilbert was Chairman and in introducing Stephen he was sonorous and long-winded. He touched on a multitude of irrelevant things, covering a large number of years and two or three continents.

I had the conviction that he was talking for publication, and it was with a certain malevolent joy that I found the newspapers the next day in reporting the luncheon quoted him not at all. Sir Gilbert's introduction lasted twice as long as the short address made by the guest of honour; and it was quite 3 o'clock when Professor Leacock had an opportunity to begin. He was brief and bright, and proportioned his remarks happily.

1923 May Be a Bad Year

Sir William Beveridge, Director of the London School of Economics and Political Science, says that 1923 is going to be a bad year for Western Europe. He says that every 15 years there are bad harvests, due to a meteorological cycle.

Sir William has examined history covering 300 years. He says that there is "hardly any enterprise more deluding or more desperate than the search for weather cycles. But the 15.3 cycle appears to have the ring of true metal." So he concludes that 1923 is likely to be distinguished by excessive rain, cold, and bad harvests in Western Europe, and to bring high prices and scarcity in 1924.

I have very vivid recollections of 1893—30 years back from 1923, and it was a catastrophic year in business in Canada. My recollections of 1908 are not clear. Now some of us will be shaking in our boots and will spur forth Pessimism through all 1922. Wishing pessimists, including Sir William, a Happy New Year, is like putting salt into an open wound.

Spacious Advertising

I send you a copy of the London *Evening News*, for the day following Boxing Day, the first shopping day after Christmas. It contains 754 single column inches—the equivalent of 5 whole pages, or of 10,556 agate lines, of a single firm's advertising, namely, John Barker & Co., one of London's greatest Department Stores. The cost was £2,640. The publishers declare that no such advertising space has ever previously been used by a single house or group of houses in a morning or evening newspaper.

The advertising is not a sequence of 5 whole pages, but a series of spaces adjacent to reading matter. Practically every solus, or special, position on reading matter pages is occupied by the Barker advertising; and Pontings, a component Barker shop, have a whole page. The only non-Barker advertising in an issue of 12 pages is Selfridge's ½-page; a ½-single column advertisement, reading matter style, of a Lyons hotel; the customary theatre advertising of the classified sort; a 2-inch motor car hire-service advertisement; and a 2½-inch advertisement of a race meet. Such a complete usurpation of a newspaper's advertising space is a rare thing. Barker's scored a bullseye with this idea.

Barkers, including Pontings and Derry & Toms—near-by shops which they have bought, but which continue to be operated under their familiar names—dominate the market as represented by the populous Kensington district—a district whose residents are supposed to be very well-to-do.

Barkers, more than their competitors, have been aggressive and successful this past year: as a consequence of an unalloyed Will to Sell. In the last analysis, the difference between one business and another is a difference between men—not capital, not location, not age, nor opportunity, but flesh-and-blood men, and in particular the brain of men, including Vision and Will.

CANADIAN FARM IMPLEMENTS
Hardware and Metal
40th Year WINNIPEG, JANUARY, 1922 Number 1
Commercial and Retail Merchants' Review
WINNIPEG AND WESTERN GROCER
VOL. V

Dealer Service Program For 1922

WHEN a manufacturer sells a gang plow, an automobile or a threshing machine he does not consider the sale complete until the farmer thoroughly understands how to operate the implement, motor or machine.

When The Nor'-West Farmer sells a manufacturer advertising space we do not consider the sale completed until the dealers throughout the West are convinced of the advantages of stocking his goods.

Our faith in this principle of sound business logically led to the development of an effective Dealer Service for advertisers. The methods of reaching the dealers are: 1. Advertising in Trade Journals; 2, Circularizing the Trade; 3, Personal Calls by Field Men.

Realizing that all advertisers do not have the same methods of distribution the above means are varied as desired to meet individual requirements. Our Farm Sales Service Department, through which the Dealer Service is conducted, can co-operate in many ways to strengthen dealer contact.

The foundation of the work for 1922 is a series of full page advertisements in Canadian Farm Implements, Hardware & Metal, The Commercial, and Winnipeg and Western Grocer. These publications reach the best dealers in the prairie provinces and the merchants who take them are, obviously, wide-awake men who will respond to appeals to stock advertised goods.

This program is an effective one. It does not overlap dealer co-operation work being done by advertisers themselves and it can be conducted at a minimum of expense, reducing thereby our overhead costs which all publishers consider when establishing their advertising rates.

Circulation (Net Paid) Over 75,000

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

THREE YEARS OF PROGRESS
AND STEADY GROWTH
Circulation of
Daily Record
Kitchener, Ont.
Dec. 1919 - 4,340 Dec. 1920 - 4,698
Dec. 1921 **6,191**
Without the aid of Contests or Premiums.
No waste or overlapping circulation—less than 400 outside forty mile radius
Member of A.B.C.
THE NEWS RECORD LIMITED, KITCHENER, ONT.

Western Lumberman
Representing the Manufacturing, Wholesale and Retail Interests of
British Columbia, Alberta, Saskatchewan and Manitoba

The oldest established lumber journal published in Western Canada. Printed in Vancouver, and enjoys unequalled circulation among the camps, mills, wholesale and retail yards of the four Western Provinces

HUGH C. MACLEAN WESTERN LIMITED
VANCOUVER WINNIPEG
Commercial & Retail Merchants' Review
Western Canada Coal Review
Western Canada Contractor & Builder

Quebec *Is* Building!

In Quebec They Read the Ads— Then Buy

NOVEMBER building figures again showed Quebec to have the largest increase over the same period in 1920. Where building is on the boom there is trade to be had. Builders and buyers alike in Quebec read the *Telegraph*.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

New Red Cross Magazine

The first issue of *Canadian Red Cross*, the publication of which was heralded in MARKETING some weeks ago, appeared early in the month, dated February. The purpose of the magazine, according to an announcement in the first number, is "to present, in readable and interesting form, knowledge of how health may be preserved. It is not intended to deal with the subject of medicines and treatments of disease. It is believed that the way to improve individual and national health lies in making health facts generally known and in encouraging the intelligent use of the best health knowledge."

The February number contained 16 pages. There were no advertisements in the issue. An "announcement to advertisers" states that the magazine has a sworn monthly circulation of 152,685, mailed direct to paid up members of the the Canadian Red Cross Society.

✣ ✣ ✣

A. J. Denne & Co., Ltd., advertising agents, will shortly place copy in dailies for Nemo Corsets manufactured by Kops Bros. Ltd., Spadina Ave., Toronto. This is the first Canadian copy to appear for this product.

✣ ✣ ✣

The Baker Advertising Agency Ltd., Toronto, will be sending out contracts about March Ist for Robt. H. Hassler Ltd., Hamilton.

✣ ✣ ✣

The Canadian Steel & Wire Company's advertising account has been secured by the Hamilton office of A. McKim Ltd.

✣ ✣ ✣

Copy started in Canadian publications this month advertising Glaxo, a well known British baby-food, manufactured by Jos. Nathan & Co., Ltd., London and New Zealand. A. J. Denne & Co. Ltd., have the account.

✣ ✣ ✣

The London office of McConnell & Fergusson Ltd., will shortly be sending out contracts for the Frost Steel & Wire Co., Ltd., Hamilton.

✣ ✣ ✣

The Federal Advertising Agency Ltd., Hamilton, are preparing and placing the copy now appearing for the Halliday Company, Hamilton.

✣ ✣ ✣

A number of former executives of the Curtis Co. Ltd., Detroit, have formed a new organization known as The Localized Advertising Corporation in the same city. Milton Hartman, president and general manager of the new company, was formerly a vice-president and managing director of the Curtis Co. Ltd., Detroit.

✣ ✣ ✣

Frank Seaman Inc., advertising agents, New York, have secured the account of the Canadian Milk Products Ltd., Toronto. A general advertising campaign will be commenced shortly.

✣ ✣ ✣

George C. Colvin, general manager of Hugh C. MacLean Western Ltd., Winnipeg, is visiting the East for a couple of months.

✣ ✣ ✣

Rous & Mann Ltd., Toronto, have purchased the lot at the rear of their building and intend expanding their present premises as soon as present leases expire.

What Is Canada's Agricultural Wealth?

Here's the answer——by years

Description	1915	1916	1917	1918	1919	1920
	000	000	000	000	000	000
Field Crops	$ 825,371	$ 886,495	$ 1,144,637	$ 1,372,936	$ 1,452,437	$ 1,455,244
Farm Animals	79,958	110,201	156,569	191,129	180,084	140,083
Wool	3,360	4,440	7,000	12,400	11,000	5,321
Dairy Products	146,005	152,816	232,822	248,908	252,320	256,000
Fruits & Vegetables	35,000	35,000	40,000	40,000	40,000	40,000
Poultry and Eggs	35,000	35,000	40,000	40,000	40,000	50,000
Gross Total	1,118,694	1,223,952	1,621,028	1,905,373	1,975,841	1,946,648
No. of Farms						729,735
Av. Per Farm						2,535.05
Value Land and Buildings					3,719,777,000	4,232,588,000
Value Implements					387,079,000	391,669,000
Value Farm Stock			1,102,261,000	1,326,766,000	1,296,602,000	1,042,245,000
Sundry Products						
Tobacco, Flax, Fibre				Not Given		23,000,000
Maple Products						
Estimated Total Agricultural Wealth					7,379,299,000	7,635,151,000
Av. Per Farm						10,462.91

Farms of Canada
Agricultural Wealth—Gross Production

"WHAT'S WHAT IN CANADIAN AGRICULTURE"
Issued by The Farmer-Owned Press

Table 6, Page 11, in "What's What In Canadian Agriculture"

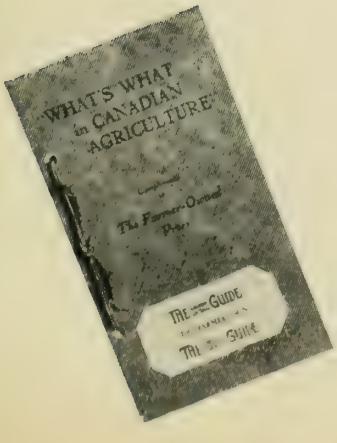
No need to worry or "search wildly." Get your information on Canadian Agriculture from

"What's What In Canadian Agriculture"

This hip pocket encyclopaedia covers

POPULATION—FARMS—CROPS—STOCK

It will fit the hip—go with you anywhere—answer back when asked



Published by and procurable only from

The Farmer-Owned Press of Canada

THE GRAIN GROWERS' GUIDE WINNIPEG, MAN.

THE FARMERS' SUN TORONTO, ONT.

THE UNITED FARMERS' GUIDE GARDENVALE, QUE.

Or from Advertising Offices at

TORONTO, ONT., 53 Yonge Street NEW YORK, N.Y., 1478 Broadway

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Help Your Salesmen With These Weekly Bulletins

What are you doing to counteract the discouragements which every salesman experiences in these days of difficult selling?

They meet with enough rebuffs. Do they get nothing but complaints and "demands," inspiration or "pep" from the home office? Lectures are often the wrong medicine after a hard day.

Realizing this, more than 1,000 successful sales organizations are using the Dartnell Weekly Sales Bulletins to stimulate and encourage their salesmen. Printed in four-page form, a process-typewritten letter on first page, and a snappy two-page "newspaper": "What Other Salesmen Are Doing" on the inside, with the fourth page blank for your own use, if desired.

Describe the notable accomplishments of successful salesmen of interest to salesmen in other lines, inspiring the feeling: "If this fellow did that, so can I."

Bulletins can be remailed to salesmen without change. They have an intimate and personal tone, and are illustrated. Or you can arrange to draw from this wealth of helpful material to prepare your own letters or bulletins.

These "Weekly Bulletins" are furnished as part of the Dartnell Service for Salesmanagers, about which we'd like to send you complete information, including specimen bulletin. It will help you get results in 1922. Write

"Marketing" Toronto

Home-Owning Prospects

Over 95% of the 18,000 families in Prince Edward Island own their own homes. In Canada's most productive province the people live well and buy well. Two newspapers cover the entire territory. The concentrated buying-power of this compact market can be won by the use of these two A.B.C. newspapers

Guardian & Examiner P.E.I.

CHARLOTTETOWN

Assigning The Tasks In The Office

Continued from page 164

the responsible executive for a final glance.

If an employee is told to put a proposition charged to him up to some other department, branch or worker, the charge against him should be crossed off, and a new one made against the person assuming the responsibility, except in cases where the item is so important that it should stand charged to both. The "editor" of the work sheet will readily notice any mistakes or misunderstandings arising in the course of the procedure.

This system has been in successful operation for several years and its originator says about it:

"Formerly there was a time, during those extremely busy periods which come now and then, and before this system was installed, when I found I had to take home a lot of work in the evening just to see what was going on. Sometimes, too, I spent hours in the office after the others had gone home. Now I can put the work sheet covering the part of the business for which I am responsible into my pocket and go over it any time. It is possible for me to line up the situation in a few moments."

✣ ✣ ✣

New Company to Publish Canadian Bookman

As the result of the organization of a new company known as the Bookcraft Publishing Co. Ltd., with head office in Toronto, *The Canadian Bookman*, formerly published in Montreal will hereafter be published in Toronto, and *The Canadian Book Trade Journal* will be merged with it as a Book Trade section.

Bernard K. Sandwell is president of the new company, and will continue as editor; Findlay I. Weaver is vice president and managing director, and Harold W. Thompson, secretary-treasurer.

The Canadian Stationer, which is not included in the merger, remains in the sole proprietorship of Findlay I. Weaver; but will no longer devote attention to the book business.

✣ ✣ ✣

The Minneapolis office of Critchfield & Co., advertising agents, is placing small copy in Canadian farm papers for "B" Silos, manufactured by Brooks Bros., St. Paul, Minn.

✣ ✣ ✣

The Toronto Real Estate Board is said to be organizing a publicity campaign to bring home to the public the advantages of real estate as an investment. A committee is preparing newspaper copy which will probably be placed direct.

Raisin Growers In Canada Organize Company

The Sun Maid Raisin Growers of Canada Limited is the name of a new company, capitalized at $40,000, which was organized early in the month, affiliated with the well-known Fresno, California, association of raisin growers. George Murray is manager of the Canadian concern, with headquarters at Vancouver. The Canadian territory will be divided into five divisions: (1) British Columbia and Alberta, (2) Saskatchewan and Manitoba, (3) Ontario, (4) Quebec, (5) the Maritime Provinces and Newfoundland. This reorganization marks a distinct change in the method of marketing which will now be carried on through divisional offices instead of brokers as heretofore.

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Other Papers Donating Space to "Prosperity Drive"

Kitchener Ont.
Feb 4, 1922.

Editor, MARKETING:

With regard to the item at the foot of page 141 of your February 1st issue, I may state that the Winnipeg Free Press are not alone in the matter of donating space to the Rotary Club "Prosperity" drive.

The Frank Presbrey Company of New York prepared four 75-inch advertisements for the campaign and it is my idea that most of the Canadian papers are running them free in their Saturday editions. I have seen the advertisement in a number of papers, and may state that both Kitchener papers are donating space for the full series.

Yours very truly,
A. R. Sills,
The Daily Telegraph.

✣ ✣ ✣

Candy, a new publication issued by The Lancet Publishing Co., 61 College St., Toronto, has appeared, the first issue being dated January. E. G. Bennett is the editor, and D. E. MacVannel business manager. The title page announces that it is the official organ of the Confectionery, Biscuit and Chocolate Industries of Canada.

✣ ✣ ✣

Attractive three-column copy for Aquazone Oxygen-Water was recently sent out by the Advertising Service Co. Ltd., Toronto, for the Aquazone Co. Ltd., 852 Yonge St., Toronto.

✣ ✣ ✣

Large copy for the Gold Medal Furniture Manufacturing Company, advertising Gold Medal Mattresses and Hercules Bed Springs, has been sent out recently by the Baker Advertising Agency, Toronto.

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D. F. Benson, who has been engaged in advertising work in Montreal for a number of years, has joined the staff of Smith Denne & Morre's office in that city.

✣ ✣ ✣

The Home Made Stump Puller Co., 155 Page Bldg., Toronto, are carrying some advertising in farm papers, placed by the Desbarats Advertising Agency Ltd.

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The Norris-Patterson agency will shortly place a campaign in trade papers for the Fletcher Manufacturing Co. Ltd., makers of soda-fountain and candy-making equipment.

Sound Logic

IF you would reach the progressive Dairymen and breeders of the Great Central Dairy Belt, it is logical to talk to them through the medium they themselves use and find profitable in their stock for sale announcements.

Read the following extracts from the letters of prominent live stock breeders in this territory:—

JAMES A. CASKEY writes: *"We have always had the very best results from* THE OTTAWA FARM JOURNAL, *and consider it one of the very best mediums for live stock in Canada."*

W. F. STEPHEN of Huntingdon, Que., says: *"As a conveyor of agricultural happenings* THE OTTAWA FARM JOURNAL *is in the forefront. As an advertising medium it is highly spoken of."*

A. P. MACLEAN, Stormont County, writes: *"I am highly pleased with the results of the ad in* THE OTTAWA FARM JOURNAL. *I disposed of all the cows and could have sold more."*

A. E. CLEMENS, Secretary of the Holstein-Friesian Association of Canada, writes: *"As an advertising medium* THE OTTAWA FARM JOURNAL *is first class. The Holstein-Friesian Association is using all the leading agricultural papers in Canada for advertising purposes, and we find none more desirable than* THE FARM JOURNAL."

National Advertisers should take full advantage of the medium so intimately linked up with the business of the agriculturists of Eastern Ontario and Western Quebec.

Ottawa Farm Journal

OTTAWA ONTARIO

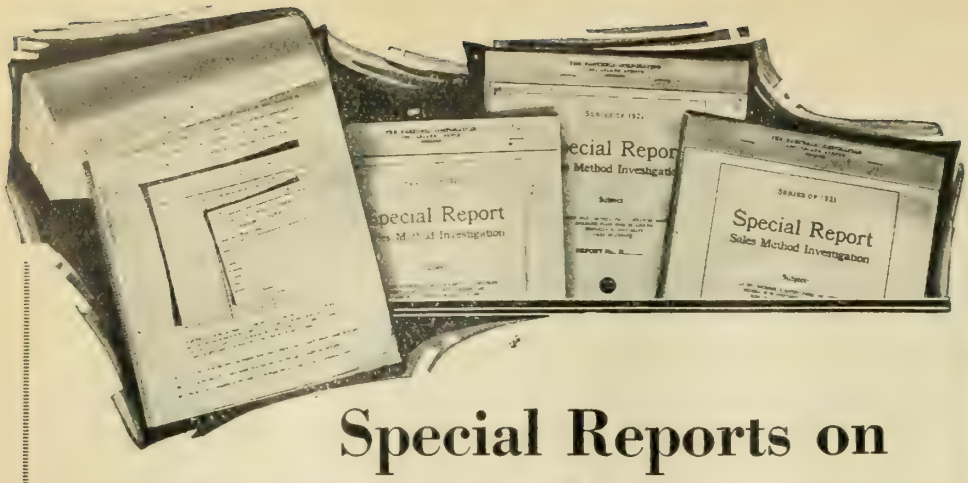
Average Net paid Circulation for 6 Months ending June 1921 - - 24,577

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building



Special Reports on Sales Methods, Plans, Ideas

IF you are concerned with the problem of adjusting your salesmen's compensation, or of controlling their expenses, or of stimulating their efforts, one of the following reports should prove of value to you. They sum up the experience of scores of other successful sales managers, describing specific plans complete with all facts and figures.

Any report, or all, will be sent to any reputable business concern on approval, subject to return if not satisfactory.

REPORT No. V-17

"Practical Bonus Plans For Compensating Salesman"

Interest in this report was so great that we have had to have three editions multigraphed. Three separate bonus plans are described, one based on profit-sharing principles as worked out by large wholesale house; another based on the Task and Bonus plan as used by the Beechnut Packing Company, and a third plan which is designed to develop a salesman along lines desired by the company. Includes chart giving a practical point plan for average size business. Every sales executive should have a copy on file. 3,800 words—Price, $1.60

REPORT No. V-30

"How 21 Concerns Reduce Salesmen's Expenses"

A wealth of valuable suggestions for the sales manager interested in keeping down the cost of operating salesmen. Subjects covered are: Use of daily and weekely earnings statements issued to salesmen, examples of suggestive economy bulletins, with report of investigation as to how various concerns are trimming down expenses to keep pace with the rising cost of traveling men. Includes chart digest form showing expense allowance in different lines. 3,800 words—Price $1.10

REPORT No. V-90

"One Hundred Sales Contest Ideas"

A digest of plans used by over 800 subscriberes to the Dartnell Service in staging sales contests. Gives you at a trifling expense experience which hundreds of sales managers have paid much money to learn. Tells when sales contests pay, and when they do not, what prizes bring best results, how to put the contest up to the salesmen, in addition to the actual suggestions for contests outlined. Profusely illustrated. New style loose-leaf binding. 8,000 words—Price, $3.50

REPORT No. V-68

"Sales Conference Suggestions And Convention Stunts"

Some of the plans which have built up the largest real estate business in the world; dramatizing ideas so that they will impress salesmen; how Morris & Company spend $50,000 a year for sales conferences; Todd Protectograph Co. selling bee and list of fifteen other stunts that will liven up your sales gatherings. This report also includes a list of over fifty suggested subjects suitable for assigning to salesmen for conference discussions. 6,800 words—Price, $2.10

REPORT No. V-69

"Salesman's Auto-Allowances And Up-Keep Practice"

This report has just been revised and enlarged and brought up to date. It is a report of an investigation among 70 large corporations. Gives actual cost of operating salesmen by auto, saving as compared to traveling men by train, best plans for equipping salesmen with cars, specimen agreement for use when company buys the car and sells it to the salesmen; comparative operating cost of Fords, Dodges and other light cars; etc., etc. The United States Rubber Co. bought fifty copies of this report for distribution in its organization. No concern using autos for salesmen can afford to be without it. 8,000 words—Price, $2.10

List of additional reports and sales-work data sent upon request.

"Marketing"
Toronto, Canada

C.N.N.P.A. Holds Second Monthly Editorial Conference

"How to Get Readers to Edit Our Papers" was discussed at the monthly editorial conference of the Canadian National Newspapers and Periodicals Association at Toronto on January 26th.

"Readers are no more able to become editors than I, as a wearer of shoes, am able to become a shoemaker," said J. W. Tyson, of *The Financial Times*, in opening the discussion.

"What editors must keep in mind is that their readers are their clients," maintained Mr. Tyson. "Questionnaires are helpful, but getting out and meeting the subscriber on his own ground is better. Once the reader is convinced that the editor is working for his interests with an intelligent appreciation of his problems, he becomes a constant reader and brings others. One secret of success is to watch for topics rather than news."

G. B. Van Blaricomb, editor of *Canadian Lumberman*, said there was a story connected with every reader, and to find that story and weave it into his editorial plans was the duty of the editor. In all amusement parks those devices were the most popular which necessitated the public contributing to their own entertainment. The same was true of a periodical. The paper that reflected best the activities in which its readers were taking part was the most successful.

W. McMullen, of *The Christian Guardian*, remarked that he could not speak for those papers that had no religion.

"There are none here!" interjected Mr. Acton Burrows.

"No—but they have sent their editors!" was the retort.

Mr. McMullen championed the crank who was constantly writing diatribes to the editor. Back of the crank, he declared, were tens of thousands of people who were represented more or less vaguely by that irrepressible individual, and for that reason his violent or absurd criticisms often contained a valuable hint.

How good use could be made of the letters received by the subscription department was explained by J. V. McKenzie, editor of *MacLean's Magazine*.

"As a rule, questionnaires are never very satisfactory," declared Mr. McKenzie, "but a letter sent to about 200 subscribers who had renewed and taken the occasion to offer voluntarily some remark when sending their subs had pulled nearly 50 per cent. replies. Better still was the response to a letter mailed to a select list of disgruntled persons who had written in cancelling their subscriptions and who also had taken the opportunity of penning a line of free advice or comment. These replies had proved to be extremely valuable.

"Nothing equals personal contact, however," concluded the speaker. "During a recent tour of several weeks duration I made it a point to meet and converse with all sorts and conditions of magazine readers. From these conversataions I was able to compile a list of 50 to 60 feature articles."

✣ ✣ ✣

The Montreal office of McConnell & Fergusson Ltd., has recently secured the following accounts: Colorite Hat Dye, Boston, Mass.; The Empire Typewriter Co., Montreal and the Kirk Maher Co., Malone, N.Y.

"Boys' Own Tely" Becomes Popular

On Saturday, Jan. 21st ,the Toronto *Telegram* published as a feature of its noon edition *The Boys Own Tely*, "A Paper by Toronto Boys for Toronto Boys." This publication had its inception with the election "extra" printed in connection with the mayoralty election for the Boys' Junior Council. Following that issue young "Mayor" Davis was consulted and *The Boys Own Tely* was decided upon, with a staff of boys in charge. Ed Bryce is managing editor, and Harry Redmond advertising manager. All of the editorial contents, cartoons, etc., are furnished by boys, and boys solicit the advertising for the issue, which appears only in the noon edition of each saturday's *Telegram.* The advertising is limited to 600 lines and sold at a rate of 10c per line. No advertiser may use more than 50 lines in each issue. The revenue from the advertising goes to the Boys Junior Council.

The first week the little *Tely* was published the circulation of the Telegram's noon edition was 6,000. The following week it jumped to over 12,000 and 168 new dealers were added.

* * *

Noel Wilde, Canadian trade representative to the Argentine, is holding conference with a number of manufacturers in various parts of the Dominion with a view to extending trade relations with that country.

* * *

A. McKim Ltd., advertising agents, Montreal. have recently placed some copy for the Wonder Cigar Lighter Pencil manufactured by the Wonder Pencil Co., Montreal.

* * *

C. F. Roland, who has been manager of the Winnipeg plant of the Coca-Cola Company for some years, was recently promoted to the post of general manager and advertising manager for Canada. Mr. Roland is a son of Charles F. Roland, former business manager of the Winnipeg *Telegram,* and present secretary of the Employees' Association, publishing a magazine known as *Payroll.*

* * *

Phonopher, an apparatus for the ear, is being advertised in a few publications by the Adlance Industrial Products Corp., Montreal. Dominion Advertisers Ltd., have the account.

THE TOTAL DAILY

Paid Circulation

Of

The Border Cities Star

Western Ontario's Leading Evening Newspaper

FOR DECEMBER

Was

19,225

Of Which

13,188

Was in the Border Cities

Windsor—Walkerville—Ford—Sandwich—Ojibway—Riverside

More Than One Paper For Every Home

An Increase of 3,057 over 1920

No paper anywhere covers its home city more thoroughly than The Border Cities Star

Why Not Utilize The Wall Space?

You are cramped for space; it looks as if you need to build—yet there is space to use on your walls.

Dennisteel Shelving makes space for the storing of materials. It can be kept in systematic order, and does away with the necessity of a store-room.

Dennisteel Lockers do away with the necessity of a cloak-room, and offer your employees privacy and security for their personal belongings.

DENNISTEEL Products are Fire-resisting

We also make

Steel Cabinets, Steel Lavatory Compartments, etc. Ornamental Iron and Bronze. Commercial Wirework of all kinds. General Builders' Ironwork. "Boca" Solid Steel Sash.

WRITE FOR FOLDERS.

Halifax Montreal Ottawa Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED

LONDON

Hamilton Windsor Winnipeg Calgary Vancouver

Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In board cover, $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
Toronto

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

Talk Quality

"I want something to sell at a price," is a plea salesmen often hear from dealers. Generally the merchant who wants cheaper goods is responding to a definite demand on the part of his customers, but to allow this portion of the public to dominate the trade is to lose the best custom in town. A quality atmosphere in a store is the greatest trade winning asset a merchant can possess. It is priceless. Even if it is built up at the loss of a few sales of cheap merchandise it is still worth while. The trouble with the man who buys a cheap article is that he will complain the loudest when it does not give the satisfaction he would have secured from the article selling at a few cents higher price.

Making Them Go

Recently a quantity of artificial flowers was moved out in a unique way. They were sweet peas and violets put up in bunches and selling for twenty-five cents a gross. The millinery trade had no use for them at the time, and other sources of business also proved unavailing. The salesman concerned decided to market the flowers to retail men's furnishers, the bunches to be untied and the flowers sold separately at five cents a piece as boutonnieres. The scheme moved the entire stock at a large profit.

"No Hurry—I Can Wait"

A salesman called on a dealer and found him waiting on a customer as he entered the store. As the salesman had nothing with him to indicate his business, the dealer said he would attend to him in a few minutes.

"No hurry. I can wait," said the salesman.

After attending to his customer the dealer found a thousand and one things to do. More customers came in and the dealer suggested that if the salesman had anything to sell he "was too busy to see him."

"If I had not suggested that I had plenty of time he would have given me some attention as soon as he had disposed of his customer," said the salesman when relating the incident. "As long as I sold without carrying a sample case I never again betrayed my mission. By letting the dealer wonder who I was I at least was sure of his curiosity."

Tough Nuts First

Call on the hardest customers first each day. Pick out the tough nuts and if you sell to them confidence and courage will stick out all day long. The taste of victory will send you on a search for new worlds to conquer. If you don't sell them, you will at least not have the fun of calling on the good customers spoiled by thoughts of the bad one to come.

Finding a New Outlet

A large dry goods jobber had made unsuccessful efforts to sell a considerable quantity of ribbon. Finally the samples were forwarded to the salesman who was not informed of the failure to place the stock. He was told that the price was 50 cents and that the figure was considerably below cost. It did not take him long to find out that the regular trade would have none of it. He called on a florist and offered him the merchandise. It proved to be just what the florist wanted, and he bought half the stock outright and took an option on the remaining half. As he was leaving, the salesman said, "By the way, I forgot to mention that the price is 75 cents a yard." The florist waved him away. "I don't buy prices," he said. "The ribbon is just what I want." The salesman got a bonus for his work.

Let the Prospect Talk

Nervous, hysterical talking is the salesman's worst enemy. The most successful salesman listens as much as he talks to his prospect. He is quick to perceive when he has said enough and then he stops. At times he will sell by talking, and at other times he will sell his goods by letting his prospect do the talking. The successful salesman has something definite to say, tries to say it, and finishes. He never tries to talk to his prospect for the sake of talking, and merely talks enough to keep the sale alive.

Selling Ideas

Salesmen with ideas soon become as valuable to their customers as any of their salaried employees. Sit down and make a list of every dealer in your territory who ought to be buying from you, who does not. Then go to each of them every time you are in their town and say, "Here is an idea that might help you sell such and such a line of merchandise," and then proceed to outline the idea to them. Before you make many such calls you will have landed a share of his business. Remember that no dealer is interested particularly in buying. He is interested in selling. It follows that the salesman who helps him sell is the salesman who will get the benefit of his buying.

Keep Fit

"A strong physical contact should be developed by every salesman," says Lorne A. Summers, physical director of Armour and Company. "A few days ago I shook hands with a young man, and, as he placed his hand in mine in a lifeless manner, I felt sorry for him—going out to win battles of life with such poor training. A pleasant and impressive handshake should be cultivated by every salesman who wants to appear at his best. Regular sleep, the right kind of food and enough physical exercise will put the force behind your handshake that will leave a good after-taste."

Leadership permits neither armistice with self or duty. Its restrictions are rigid; its obligations, many; the responsibility it imposes only ability of high degree can discharge.

They who lead do so because of those qualities of vision, courage and indomitable spirit that are in them.

And those who follow in the dust of the trail succeed only in the proportional measure of their ability to find in the reflected light of the Leader's achievement their inspiration and aspiration.

When twenty years, and more, ago we conceived a new form of advertising, and branded it with a generic term of our own conception, it was inevitable that we, the pioneers, would in time have many imitators.

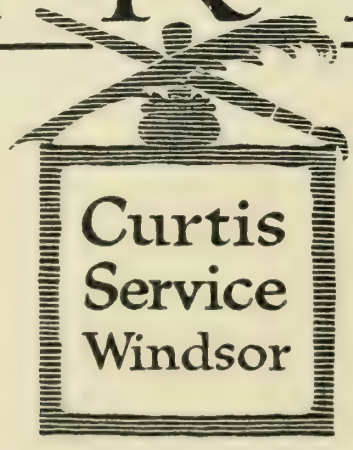
It was Mr. Curtis, many years back, who coined the generic term "Direct by Mail Advertising," or "Direct Advertising" which is of such common usage today.

What was then, but new born, and fledgling, has grown now into immense proportions, but in the forefront of all progress there yet stands this pioneer who conceived, and founded, and pointed the way.

CURTIS still points the way—the barometer, and the guide, of Direct Advertising. Let your Direct Advertising be identified with this leadership; have it done by *Curtis.*

THE CURTIS COMPANY LIMITED
at WINDSOR, ONTARIO
TORONTO OFFICE 1005 EXCELSIOR LIFE BUILDING

CURTIS



Increased Sales if the Mailing List is Right . . .

Wiggins Systems Western Canada Mailing Lists are Guaranteed.

They are compiled in the west by people in daily touch with the entire west.

Automobile lists, farmers, townspeople, commercial firms, industrial organizations, professional men—in fact lists of every kind.

Write or wire your order or request for particulars.

WIGGINS SYSTEMS LIMITED

Complete Mail Advertising Service

Coca Cola Bldg.
Winnipeg
Canada

Business Is Looking Up!

But is it looking your way? Are you doing anything to attract it? The time for sitting tight is past, for the amount of business you do this spring depends on the way you go after it now.

Direct Mail Advertising

is the logical means to stimulate sales. How about that booklet or folder of which you've been thinking? Or that catalogue? We'd like to go into the matter with you and show you how it can be made to pay the most in returns.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

More Census Figures

The population of British Columbia is 523,369, an increase of 130,889 over 1911, census figures show, according to a report issued by the Dominion Bureau of Statistics.

The population of Vancouver is given as 116,700, an increase of 16,299. Figures in detail for the cities and towns of British Columbia are as follows:

	1921	1911
Alberni (3)	997	
Armstrong (3)	979	
Cranbrook	2,880	3,090
Chilliwack	1,762	1,657
Cumberland	3,180	1,237
Courtenay (3)	805	
Duncan (3)	1,179	
Enderby	776	835
Fernie	4,343	3,146
Fort George (3)	290	
Grand Forks	1,461	1,577
Greenwood	371	778
Kamloops	4,487	3,772
Kaslo	950	722
Kelowna (4)	2,517	1,663
Ladysmith	1,967	3,295
Merritt	1,719	703
Nanaimo and Suburbs	9,025	8,306
Nelson	5,236	4,476
New Westminster	14,440	13,199
North Vancouver	7,640	8,196
N. Vancouver District 2	2,944	
Point Grey Municipality	13,654	4,320
Port Alberni (3)	1,049	
Port Coquitlam (3)	2,148	
Port Moody (3)	1,035	
Prince George (3)	290	
Prince Rupert	6,376	4,184
Revelstoke	4,350	3,017
Rossland	2,110	2,826
Salmon Arm (3)	627	
Sandon	242	151
S. Vancouver Municipality	32,182	16,126
Trail	3,015	1,460
Vancouver	116,700	100,401
Vernon	3,690	2,671
Victoria	38,682	31,660
W. Vancouver District (2)	2,634	

(1) Including Japan town 455 and China town 817.

(2) Included in North Vancouver in 1911.

(3) Not shown separately in Census 1911.

(4) Not including East Kelowna, 968

A further bulletin of the Census Bureau gives the following preliminary figures:

Fort William	20,521	16,499
Hamilton	113,894	81,969
Niagara Falls City (1)	14,695	9,248
Owen Sound	12,174	12,558
St. Thomas	15,924	14,054
Toronto	519,290	381,900

(1) Corrected population.

✣ ✣ ✣

The mechanical staff of the Halifax *Herald* and *Mail* recently presented William H. Dennis with a loving cup on the occasion of his completing one year as proprietor of these papers.

✣ ✣ ✣

The H. K. McCann Co., advertising agents, Toronto, are preparing a plan of campaign for the Sarnia Chamber of Commerce, which is undertaking a big membership drive in the near future.

✣ ✣ ✣

The William Maxwell Institute, Orange, N.J., is advertising a system of Scientific Salesmanship in Canadian dailies. The Federal Advertising Agency, New York, has the account.

Daily Newspapers Association to Meet In Montreal

The third annual meeting of Canadian Daily Newspapers Association will be held in Montreal on Wednesday and Thursday, May 3rd and 4th, 1922.

This was decided upon at a Board of Directors meeting held on January 19th and a committee was appointed to arrange a program that will be of interest to all members of the Association. A banquet for members and their wives will be held on the evening of the first day. A prominent newspaper man will give an address.

The meeting of the Board of Directors for consideration of annual reports to be submitted to the annual meeting will be held on the morning of May 3rd previous to the annual meeting at a time to be announced later.

✣ ✣ ✣

U.S.L. Account Still With Lesan Agency

Niagara Falls, N.Y.,
February 3rd, 1921.

Editor, MARKETING:

In glancing through the February 1st issue of Marketing I have just noticed on page 134 the following item:

"The U.S. Advertising Corporation, Toledo, has secured the accounts of the Toledo Scale Company and the U.S. Light & Heat Corporation."

I would be interested to know on what authority this statement is based, as we have not placed our advertising account with the United States Advertising Corporation, of Toledo. Our account has been handled for a number of years by the H. E. Lesan Advertising Agency and it is our intention to continue with them. We would appreciate your favor in making a correction to this effect in your columns.

Yours very truly,
U.S. Light & Heat Corporation.
W. E. Brewster.
Advertising Manager.

✣ ✣ ✣

National Prune Week

The California Prune and Apricot Growers Inc., is staging a National Prune Week throughout Canada and the United States, from Feb. 27 to Mar. 6. The date was decided upon after an investigation into the state of household stocks of home-made fruits.

✣ ✣ ✣

The Fleischman Co., New York, is using newspaper advertising for the first time in Canada. The first piece of copy, measuring three columns, appeared in dailies very recently, placed by the J. Walter Thompson Co., advertising agents, New York.

✣ ✣ ✣

The Toronto Asphalt Roofing Manufacturing Co. Ltd., Mount Dennis, Ont., organized last year, has placed its advertising account in the hands of the H. K. McCann Co., Toronto.

✣ ✣ ✣

The Western Ontario Newspaper Publishers' Association was definitely organized at a meeting in Galt on Feb. 7th, with H. J. Foster, of the Galt *Reporter*, president; T. H. Kay, of the Kitchener *Record*, secretary-treasurer; and the following executive: W. J. Agnew, St Thomas *Times-Journal*; W. B. Preston, Brantford *Expositor*; Chas. Dingman, Stratford *Herald*.

SPEAKING of business literature. On nearly every business day there are two kinds of mail brought to your desk—the kind which at once goes to the waste basket and the kind which attracts.

Attraction may be attributed to beauty alone, but the kind which interests and convinces as well as attracts is the result of a thorough knowledge of salesmanship on paper.

To present your product in the most effective manner possible, call The Southam Press, Toronto, Adelaide One-two-four-five and ask for the Merchandising Department. A complete service from the plan to the mail bag—or advice and assistance on any part of it.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Ask Our Customers About Our Service

Pick at random any half-dozen national advertisers in Canada. Probably four or five out of the six are getting their plates made in one of our plants. Ask them what they think of our service.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.

TORONTO 185 Richmond St. W. Head Office

London 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

To Reach and Sell The French-Canadian Farmer

Use

Le Bulletin des Agriculteurs

63 RUE WILLIAM MONTREAL

New A.B.C. Ruling on Prize Circulation Contests

After March 31st Stanley Clague, managing director of the Audit Bureau of Circulations, has authority to segregate circulation obtained by prize contest methods and plainly indicate the extent of the same in the Audit Reports of members. The ruling was decided upon at a recent meeting of the board of directors.

✣ ✣ ✣

The Wade Advertising Agency, Chicago, will shortly be placing copy for the Continental Sales Co., Springfield, Ohio, manufacturers of poultry and garden supplies. Poultry publications, country weeklies and week-end newspapers will be used in Canada.

✣ ✣ ✣

During this week—Feg. 13 to 17—there is being held in Toronto an Amalgamated Convention of Ontario retailers in conjunction with the Textile Products Exhibition at the King Edward Hotel.

✣ ✣ ✣

Magazines and newspapers in Canada will shortly be used in a campaign to popularize the well-known British-made "K" boots and shoes for golf and other sports. Smith, Denne & Moore Ltd., Toronto, have the account.

✣ ✣ ✣

The annual meeting of the Advertising Affiliation an amalgamation of the advertising clubs of Hamilton, Cleveland, Buffalo, Rochester, Toledo and Canton, will be held in Cleveland, May 26 & 27.

✣ ✣ ✣

Le Pays, a weekly newspaper published in Montreal, has temporarily suspended.

✣ ✣ ✣

Colin Groff, a member of the staff of the Calgary *Albertan*, has been appointed Publicity Commisioner for the province of Alberta, succeeding James McCuaig, who died some time ago.

✣ ✣ ✣

T. H. B. McCullough, former owner of the Chatsworth *News* has purchased the Weyburn, Sask. *Herald*.

✣ ✣ ✣

Binders and pressmen in Vancouver are reported to be seeking positions regardless of union conditions. The unions called a strike on May 2, 1921, but after a month's shut down 21 firms commenced running on the "open shop" basis. These firms, employ 180 men, have been operating successfully for months.

Rich Reward

awaits those who can render service to their fellowmen, but it is essential that you let your fellowmen know that you can serve them efficiently and well. I am ready to serve you in conveying your message for greater service to the people. Now is the opportune time to extend your field of usefulness.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Reorganizing Your Correspondence

Continued from page 166

cribing the possibilities of a certain dictating machine. His story was so well told and the proofs he had, showing savings made by representative concerns were so convincing, that the executive in charge decided to try one out. As a result of a month's trial, he installed dictating machines for each man in the department. More and more correspondence departments everywhere on the Continent are looking favorably upon the dictating machine. The arguments in favor of them, under a given set of circumstances, are decidedly worth considering.

First and foremost, the dictating machine does away with the entering of letters in a note book, only to copy them out again on the typewriter. This saving in time alone is a very real one since it includes the actual time of transcription as well as the actual time of reading. Then, too, by means of a dictaphone, the correspondent can dictate whenever he has a mind to, without having to wait for a girl ready to take his notes. The dictating machine has now been in use in this concern for nearly a year and will pay for itself before many more months have passed.

✣ ✣ ✣

E. Roderick former general manager of the Ideal Aluminum Products Ltd. has retired from the company. F. W. Hudson is now general superintendent.

✣ ✣ ✣

The Prendergast Fence Co. Ltd. capitalized at $100.000, has been incorporated with headquarters at Sarnia, Ont.

✣ ✣ ✣

W. J. Henderson has succeeded R. H. D. Sim as advertising manager of the Swift Canadian Company, West Toronto. Mr. Sim is taking over the Northern Ontario territory for the company.

966 *out of* 1164

in the Electrical Supply Trade

According to Might Directory Lists there are 1164 electrical contractors and dealers in Canada.

The Electrical Dealer and Contractor

has a circulation of 966, exclusive of office copies, etc., entirely in this field—practically 90% efficiency

The COMMERCIAL PRESS, Limited
51 Wellington W., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

ELECTROTYPES FOR NEWSPAPER ADVERTISING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

The "Sterling Mark" of Circulation

CONFIDENCE! *From* PALM *to* PINE

AUDITED circulation has done much more than merely furnish advertisers with verified and reliable figures. It has definitely enhanced the prestige of the publishing industry, and has made it *the* recognized vehicle of modern selling.

Confidence in the efficacy of publication advertising has advanced in proportion to the growth of A.B.C. membership. Advertisers can rest assured that their far-flung appropriations, extending in their influence from the Gulf of Mexico to the fringe of the Arctic Circle, are being spent for sound, verifiable circulations in every important point on the continent.

The international scope of the Bureau helps to strengthen this confidence. U. S. advertisers who wish to do business in Canada discover that almost everywhere in the Dominion they can buy space in publications whose circulations are audited in identically the same manner and according to the same standards as their own.

"How I Analyze the Suitability of a Publication" is told by a national advertiser in one of the chapters of a book entitled "Scientific Space Selection"—published by the A. B. C.

Audit Bureau of Circulations

202 South State Street
Chicago

152 West 42nd Street
New York

A Co-operative Organization for the Standardization and Verification of Circulation Statements

The Shopper who sets 20 Sales in motion

THERE is a class of consumers who take shopping seriously. They take pride in buying branded products because they are assured of quality and satisfaction.

Obviously this class of people must be well-to-do. The dealer, as a rule, caters to them. Often half a dozen such customers will have more effect on what a dealer stocks and *sells* than all the rest of his clientele combined.

If you can get the shoppers of this class in each community asking for your goods and telling their friends about them, you immediately achieve sales momentum. One sale of that sort sets many other sales in motion.

Two appeals are necessary to secure this kind of demand—the quality appeal, and the appeal based on the consciousness that your goods are being bought by people of similar tastes throughout the nation.

Both are achieved through magazines, which themselves present a quality appearance, and which also convey the immediate impression that your product is being sold everywhere. When people in Halifax see your advertising in a magazine they know that people in Vancouver are reading it too. No other form of advertising carries with it this *national* significance.

The media having *national* influence in the chief trading centres of Canada are the magazines listed here.

Canadian Home Journal
TORONTO

Everywoman's World
TORONTO

La Canadienne
MONTREAL

Maclean's Magazine
TORONTO

Western Home Monthly
WINNIPEG

World Wide
MONTREAL

BUILD *National* PRESTIGE WITH MAGAZINES

All these Magazines are members of the Canadian National Newspapers and Periodical Association, 70 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

Growing With Its Advertisers!

A YEAR ago *The Halifax Herald* set a record for lineage. This year it smashed it to the tune of 15,000 lines. The growth of *The Halifax Herald* is commensurate with the growth of the service it is giving advertisers—

35% More Circulation
15,000 More Lines!

There was a time when *The Halifax Herald* didn't dominate the Province of Nova Scotia, as *The Evening Mail* swamped the City of Halifax. That time is past. *The Halifax Herald*, selling on the basis of a subscription rate twice that of its nearest competitor in many cases, now offers the greatest circulation by far (A.B.C.)

Quantity—quality—and a low cost combination rate make *The Halifax Herald* and *The Evening Mail* the mediums in Nova Scotia where business is best.

The Halifax Herald
The Evening Mail
The Sunday Leader

Volume XVI.
Number 5

TORONTO MARCH 1st, 1922

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W.A.Lydiatt

Railway Bonds
MORTGAGE BONDS UNDERLYING Canadian National Railways are in many cases Government Bonds by virtue of unconditional guarantee of payment of Principal and Interest by the Dominion Government or by one of the Provincial Governments. Even in cases where there is no specific guarantee upon the face of the bond or endorsement thereon when funds are invested in Bonds underlying Canadian National Railways, they are always protected by the unquestionable security of a mortgage upon Government Property.
GOVERNMENT RAILWAY BONDS can be purchased to-day at prices to yield from 5.10 to 5.50%. These bonds enjoy a broad International Market, being recognized in the world's greatest security mart, The London Stock Exchange. And in many cases being payable as to principal and interest in Canadian and American dollars as well as in British pounds.
By means of hourly cable communication between our London organization we are able to give you a quotation service covering all issues of Dominion, City, Town, Railroad and Corporation offerings of specific securities on commission basis if desired.
We will gladly place your order or instructions on our London market through them our services.
STERLING BOND CORP LIMITED
130 St. James St. MONTREAL

Making Financial Advertising More Attractive

THE STERLING BOND CORPORATION Limited of Montreal and Quebec — one of the youngest and most progressive of the Bond Houses—dealing in Governments, Municipal, Hydro-Electric and Corporations Bonds, has since its incorporation retained our services for the preparation of its publicity.

An unusually attractive treatment of copy and illustration appearing in the principal cities from Halifax to Victoria, has brought gratifying results to this client.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

Drummond Building, MONTREAL.

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

The artistic poster, here exhibited, shows in a forcible manner the pure food cakes and pastry which every house-wife can produce with the use of such a perfect baking powder as COOK'S FRIEND.

Judging from the numerous congratulations received, it was very much admired by our many friends, and we feel that we have been fully justified in inaugurating this form of advertising, which carries a message direct to the consumer, in very few words and in an appealing and attractive manner.

How could we impress the public more with the supreme quality of COOK'S FRIEND BAKING POWDER, Canadian in every respect, manufactured in Canada for the last sixty years, than by picturing the results obtained through its use.

The delicious cakes and biscuits shown in the picture cannot fail to increase the large number of our satisfied customers.

To-day as in 1862
It "rises" to every occasion.

NO lost motion—no waste circulation—no possibility of an untimely finish in the waste-paper-basket—never failing—but quietly and effectively driving your message into the inner consciousness of every reader—that is what Poster advertising means to you.

The message reaches the buyer through permanent, dominant, compelling displays and in locations that carry the greatest circulation value in each community.

Without effort or expense to the reader your message is constantly conveyed to him, every minute of every hour hour of the day.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL
E. L. RUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.
GOULD-BAIRD POSTER CO., LTD.	St. Catherines—Brantford—Vancouver	MONTREAL

W. W. SCANE, Secretary, CHATHAM, ONT.

CANADA has one big Covering Medium

THERE is one big, outstanding **national** publication in Canada. It is known and read and quoted in every city, town and village. It reaches the "leadership" families in practically every community right across the Dominion and it has the active interest of alert-minded, influential Canadians who realize and appreciate that it is performing a service which is absolutely essential to Canada's National development, and who everywhere endorse MACLEAN'S as a credit to its title, "Canada's National Magazine."

95,000 Gross Circulation

Rate Based on 70,000 A. B. C.

95,000 magazine circulation in Canada, on a per capita basis, is equal to at least 1,500,000 in the United States.

For the advertiser wishing to develop Dominion-wide sales, national standing, and a quality reputation, MACLEAN'S offers circulation, plus prestige, plus buying power.

It provides a service which is not equalled or even approximated by any other general publication in Canada, and should be

First on all Canadian Lists

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Covers and Inserts in Process Colors

Write for A.B.C. Data,
Rates and Sample Copies.

The MacLean Publishing Company, Limited, 143 University Avenue, Toronto, Ont.

What One Cent Does For You in

For one cent per subscriber we will print a message about your house and product on good quality paper, 7¼″ x 10″ in size, address and mail it to prospects selected because of known, definite interest in hardware products. Every copy goes to a paid-in-advance subscriber who reads it as part of his business routine each week.

In other words, the low rates enable you to send a page message about your house or product to every wholesale hardware house in Canada and over 90% of the Canadian hardware retailers, from Atlantic to Pacific, at a weekly cost of about one cent each.

In view of present low stocks, the retailers' "pick-and-choose" style of buying, the keen competition predicted for 1922, and these low advertising rates, it will pay you to get in touch with us.

HARDWARE & METAL

Office of Publication

143-153 University Avenue, Toronto, Canada

BRANCHES:

CANADA—Montreal, Southam Bldg., Bleury St., Phone Plateau 946; Toronto, 143-153 University Avenue. Telephone Adelaide, 5740. Winnipeg, 901 Confederation Life Bldg., Telephone Main 3449. Vancouver, 811 Carter-Cotton Building, 198 Hastings St. West.
GREAT BRITAIN—London, The MacLean Company of Great Britain, Limited, 88 Fleet Street, E. C. E. J. Dodd, Director. Telephone Central 12960. Cable Address: Atablack, London, Eng.
UNITED STATES—New York, Room 1606, St. James Bldg., 1133 Broadway (corner 26th Street.) Telephone Watkins 7869. Boston, Room 734 Old South Bldg. Telephone Main 1024. Chicago, 1056 Transportation Bldg., 608 South Dearborn Street. Phone Wabash 9430.

ACTUAL town and city circulation of EVERY-WOMAN'S WORLD is considerably greater than any other Canadian magazine.

THE monthly average circulation of EVERY-WOMAN'S WORLD for the six months period ended December 1921, was 102,891 *net* paid. Advertising is sold on a guarantee of 100,000, (A. B. C. audit).

NATIONAL advertisers recognise that EVERY-WOMAN'S WORLD gives the best value in Canada. No other magazine approaches it in reader interest.

Continental Publishing Company, Limited
Toronto. Canada.

Canada as a Market

A GREAT MANY MANUFACTURERS have asked themselves the question—some time or another—"Is there a market for my product in Canada?"

Possibly one answer to this question is furnished by the fact that within recent years no less than 300 of these firms from one country alone, the United States, have built factories in Canada, and over 500 others have established Canadian branch offices. These latter firms secured the bulk of the $1,240,158,882 worth of orders which Canadians placed with outside manufacturers for the last fiscal year.

Look into the trade and advertising situation in Canada and you will find as these 500 firms have found:

That today's opportunities for getting a foothold in the market are exceptionally inviting:

That the prospects for the immediate future assure tremendous expansion:

That each year's progress only makes it more difficult and expensive to become established:

That the "foreigner" is at a disadvantage until he gets on the ground and establishes a Canadian identity. Manufacturers of products which are winning the biggest success have established Canadian factories or branches or distributors, and carry on special Canadian sales and advertising campaigns.

Magazines the *National* Advertising Media

In this prosperous and responsive market, manufacturers, both Canadian and those from other countries, have found that national magazines constitute the most efficient and economical advertising media.

Magazine advertising now forms the basis of all advertising effort for a large number of advertisers in Canada; in fact, Canadian magazines regularly carry the announcements of more national advertisers than do any other mediums. Many products which have become nationally known have won their market through Canadian magazines exclusively.

Magazines have become the national media in Canada to an extent not surpassed by magazines in any other country.

They have won their way in competition with magazines coming into Canada from both the United States and Great Britain. They are rapidly displacing the best of "foreign" magazines because their enterprise and high character appeal to Canada's pride in things that are purely Canadian.

The volume of magazine circulation available in Canada today, in proportion to population, is equal to, if not greater than that usually employed by advertisers to "cover the United States."

The use of these magazines is already giving scores of advertisers national publicity in the Canadian market of a character and value which cannot be equalled at anywhere near the cost through any other form of advertising.

IN CANADA
build National prestige with
CANADA'S MAGAZINES

The prestige of national advertising with its very definite relation to satisfactory national distribution and sales volume can be secured in Canada through the use of the magazines of national importance listed below:

Canadian Home Journal TORONTO	*La Canadienne* MONTREAL	*Western Home Monthly* WINNIPEG
Everywoman's World TORONTO	*Maclean's Magazine* TORONTO	*World Wide* MONTREAL

All these Magazines are members of the Canadian National Newspapers and Periodicals Association 9 Lombard Street, Toronto. All A.B.C. Members. Data gladly furnished.

To Provide a Greater, More Complete Coverage of the Farm Field

and to give the advertisers assurance that the publication is being read, not by the Farmer alone, but by every member of the Farm Home—

the following changes
have been made in
THE CANADIAN FARMER

The size has been increased to a minimum of 48 pages—the page size has been enlarged to 920 lines—4 columns of 230 lines. Each issue will average 132% more reading matter than in the past.

The Paper in its new form is published in two sections—a General and a Women's. The General Section containing reading matter covering every branch of the Farming Industry, the Women's Section specially designed to give the Women in the Farm Homes their own Magazine—an appeal to every member of the Farm Family.

The combined publication will have a wider range of influence—a broader scope in the farm field and will have departments of special interest to each member of the Farm Home. By developing the deep individual reader interest "The Canadian Farmer" will exert the strongest possible influence in the farm field and will become a dominant factor in all farm buying decisions.

With the issue of February 4th a reduction in rates took effect, also a special rate for advertisers who use every or every other issue throughout the year, with a guaranteed circulation of 30,000 not over six months in arrears. A.B.C. Audit or refund to the advertiser.

The Canadian Farmer

NEW YORK
505 Fifth Ave

CHICAGO
1011 Hartford Bldg

STOCKBREEDER & DAIRYMAN
TORONTO, ONTARIO

MONTREAL
171 St James St.

WINNIPEG
310 Boyd Bldg

Member Audit Bureau of Circulations

Also Publishers of

SATURDAY NIGHT
Canada's Only Illustrated National Weekly

CANADIAN HOME JOURNAL
Canada's Leading Home Magazine

Business Publications

Clothier and Haberdasher
Women's Wear
Construction
Cigar and Tobacco Journal
Trader and Canadian Jeweller
Motor Trade
Dominion Dental Journal
Canadian Optometrist and Optician

"It's a pleasure to hit London" Commercial Men Say

"1921 was the readjustment period in London all right. 1922 has started on the upward trend and business is good.

"Our February sale this year has exceeded our expectations. Travellers who call say,—'Its a pleasure to hit London, there's always business here. No matter how it picks up elsewhere, London keeps ahead with orders.'

"The sales of a hardware store may not be much of a criterion of conditions. We don't base our idea that business is good here only on our own volume.

"Almost everywhere you go in London you hear the same story. Nobody talks depression. Nobody thinks it. I guess that's why the city is so prosperous. We have had good sales from nationally advertised goods and find they have a preference with our customers."

—THOMAS H. PURDOM, Jr.
President and Manager, Purdom Hardware Co., Limited

Manufacturers in various lines of business will find the statements of retailers quoted here from time to time extremely interesting and valuable. Merchants in London are unusually optimistic, for the very sound reason that their sales are above the average. What they say has the ring of sincerity.

Their optimism is equivalent to a call to manufacturers—"Come on in to this territory—the water's fine!" The London Advertiser adds its own invitation, coupled with the assurance that advertising in London just now is pulling "par" results.

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

W. B. Muir
Managing Director

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago.

THIS being the time of year when we compile statistics for LYDIATT'S BOOK, it occurred to us to mark the commencement of the fifth year of MARKETING by including in this issue a review of statistical and other information of general interest to advertisers.

* * *

Most of this material will appeal to all of our subscribers, and, because of its nature, which is calculated to stimulate interest in Canada in other countries, we are sending this particular number "around the world."

* * *

Readers who are not familiar with MARKETING may be interested to know that this magazine is the only independent journal devoted to selling and advertising in Canada. This particular issue does not, however, provide an adequate idea of the usual contents, many regular features being crowded out.

* * *

Among other features, we are just now publishing a series of articles on better business correspondence, another on money-saving office methods, another on the twin problems of marketing and advertising as related to production, and still others telling what Canadian manufacturers are doing to stimulate demand and widen distribution.

* * *

In addition to these current features MARKETING constantly reflects the many and various changes and developments in marketing policy, new trends in advertising, statistics affecting sales throughout the Dominion, news items concerning activities in the trade, changes in personnel of business houses, etc.

* * *

In short, anyone desiring to keep closely in touch with selling and advertising conditions and activities in Canada will find in MARKETING a fund of up-to-date information unobtainable from any other source.

* * *

The pages that follow present a broad interpretation of the more essential facts concerning the sale of goods in Canada. Enquiries concerning more specific data will be welcomed. Our organization is the clearing-house in Canada for all such information. If we haven't the information on file we can probably tell you where it can be got. We shall be glad of the chance to help you.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

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Are You Upon the March?

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Marketing and Business Management

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AN ANALYSIS OF THE CANADIAN MARKET

Some recent statistics which convey an idea of the potentialities of the Canadian market, and which may encourage inquiry for more detailed information as to the opportunitiesfor selling particular products. Those interested should write to "Marketing."

"WHAT are the possibilities for my product in Canada?" will be the question that most manufacturers in foreign countries will involuntarily ask themselves when they pick up this "Around-the-World" Number of MARKETING.

Our aim in this article is to answer that question as concisely as possible and in such a way that firms in perhaps three or four hundred different lines of trade will be enabled to grasp the essential facts about the Canadian market.

It is obviously impossible for us even to hint at the potential market in Canada for any particular product or group of products. All that is feasible here is to present the skeleton of a market analysis which the individual manufacturer can adapt and elaborate according to the nature of his particular business.

The first question usually asked, when a firm starts to consider a new territory, are "Where is it? How big is it? How much can we sell there?"

In the case of Canada the answer to these primary questions often have a discouraging effect, because the volume of possible business seems so totally unrelated to the size of the territory. On the map Canada looks enormous. Its land area is close to a billion acres; yet it holds less than nine million people. Bare statistics, as in the accompanying Table 1, indicate that two persons per square mile is the average population density of the Dominion.

But bare statistics—in spite of the adage to the contrary—often lie. Canada's population is not thinly scattered over the entire billion acres of the Dominion's immense bulk. The same Table shows that only one-ninth of the land area of Canada is occupied. There are millions of acres in the northern parts of most Canadian provinces that white men have never seen This accounts for the fact that except for the Maritime provinces, whose boundaries do not extend, as do those of the others, into Arctic latitudes, the density of population appears in the Table to be very small, even for each province. This, of course, has the effect of heightening the impression that our population is very sparsely distributed.

As a matter of fact, however, the great majority of the population is easily accessible, because it is concentrated, with one or two minor exceptions, along a narrow belt stretching from Atlantic to Pacific across the lower part of the Dominion. This ribbon of population may be said to embroider the border line which separates Canada from the United States, so closely does it hug the international boundary.

If a line were drawn across the country exactly paralleling the U.S. border at a distance of 100 miles north, approximately 80 per cent of the population would be found below it.

The Canadian market can thus be narrowed down, geographically speaking, to a strip three thousand miles long by a hundred miles wide, except in the case of Saskatchewan and Alberta, where the population is more thoroughly diffused and where good-sized centres have developed as far north as 350 miles from the U.S. boundary.

We have shown, then, the size of the territory, the number of potential purchasers of your product, and where they are situated.

Next, you will ask—"What kind of people are they? What do they do for a living?"

Canada is so well known abroad as a wheat-producing country that the answer to these questions seems to be absurdly obvious—"Why, they are farmers, of course!"

And this, on the whole, is largely true. Canada is predominantly an agricultural country; but not to the

Table I. Area, Population, Land Occupied

Province	Land Area Acres	Population	Land Occupied Acres	Population Per Sq. Mile
Alberta	161,872,000	581,995	23,062,767	2.3
British Columbia	226,186,370	523,369	2,539,993	1.4
Manitoba	148,132,640	613,098	13,436,670	2.6
New Brunswick	17,863,266	388,092	1,530,298	13.8
Nova Scotia	13,483,671	524,579	5,235,871	24.9
Ontario	141,125,330	2,929,054	21,933,700	8.0
Prince Edward Island	1,397,991	88,536	1,202,347	10.5
Quebec	218,723,687	2,349,067	15,576,809	3.4
Saskatchewan	155,764,480	647,835	36,800,698	2.6
CANADA	977,585,893	8,645,535	109,777,085	2.3

extent which seems to have gained credence abroad.

In British Columbia, for instance, the products of mines and forests exceed the value of farm products by a wide margin.

In Ontario, Quebec, British Columbia, New Brunswick, and Nova Scotia the value of manufactured products exceeds the wealth drawn from the soil.

The mines of Ontario, British Columbia, Nova Scotia and Alberta are a big factor in the total wealth production of those provinces, and the same is the case with the fisheries of British Columbia, New Brunswick and Nova Scotia.

Of the workers engaged in Canada it will be seen from the Table appended that by far the largest group is engaged in agriculture:

Workers in Canada

Industry	Workers Engaged
Agriculture	933,735
Building Trades	246,201
Domestic & Personal Service	214,012
Civil & Municipal Govt.	76,604
Fishing & Hunting	34,812
Forestry	42,914
Manufacturers	491,342
Mining	62,767
Professional	120,616
Trade & Merchandising	283,087
Transportation	217,544
Pupils at schools and colleges	1,873,611

There are, however, as may be seen, several other large groups of workers.

Combine the employees in the building trades, manufacturing, and merchandising and you have a bigger total than the agricultural workers.

The total of pupils attending schools and colleges in Canada has been added to the above Table, as an indication of the potential market for products mainly sold for consumption by children and youths.

Having discovered how Canadians make a living your next question will probably concern their purchasing power. "What do these people earn? Are they prosperous? Can they afford to buy my product?"

To answer these questions in *extenso* would require a great deal of space: but seeing that the earning power of a great nation scales up from the common laborer's wage it may serve as a sufficient index to [illegible] two groups of figures, the

Statistics Canadian Cities and Towns

CITIES	1921 Population	1919 Industrial Investment	1919 Industrial Workers	1919 Industrial Payroll	1919 Industrial Output	1919 Taxable Property
Over 100,000 Population		$		$	$	$
Montreal, Que.	607,063	409,908,183	111,089	116,481,019	581,543,595	623,820,959
Toronto, Ont.	519,290	412,449,242	98,945	105,000,426	511,648,448	642,816,690
Winnipeg, Man.	178,364	80,378,258	23,175	24,122,564	119,836,108	236,023,520
Vancouver, B.C.	116,700	68,784,691	18,161	21,156,652	88,104,138	205,044,673
Hamilton, Ont.	113,894	165,500,399	30,293	32,997,963	149,767,630	87,157,890
Ottawa, Ont.	107,137	41,546,342	11,383	11,240,252	38,731,298	120,463,606
50,000 to 100,000 Population						
Quebec, Que.	94,058	32,829,205	10,420	7,698,636	33,126,504	73,038,256
Calgary, Alta.	63,117	30,087,623	4,634	5,563,796	34,002,257	77,943,010
London, Ont.	60,685	33,921,346	10,710	10,040,406	41,930,921	40,783,044
Edmonton, Alta.	58,627	14,889,801	4,531	4,665,213	31,419,757	79,306,320
Halifax, N.S.	57,674	17,721,536	6,721	6,990,740	21,955,162	37,330,810
St. John, N.B.	46,504	26,129,347	5,855	5,050,992	40,263,494	46,013,550
Victoria, B.C.	38,775	14,403,419	5,583	7,256,889	23,893,642	71,897,065
15,000 to 50,000 Population						
Windsor, Ont.	38,541	14,528,184	3,096	3,624,131	17,087,777	32,953,994
Regina, Sask.	34,432	11,308,278	2,017	2,722,005	12,651,063	40,982,515
Brantford, Ont.	29,395	41,619,630	8,115	8,867,278	35,163,913	15,718,805
Saskatoon, Sask.	25,743	7,069,793	1,649	1,882,307	10,812,765	28,433,044
Hull, Que.	23,867	16,896,399	3,494	3,103,467	15,181,622	9,465,860
Kingston, Ont.	23,096	20,900,645	2,671	2,437,850	8,987,481	33,016,727
Sydney, N.S.	22,527	37,136,427	2,673	4,105,317	36,460,254	9,245,854
Three Rivers, Que.	22,317	30,207,370	5,743	3,783,793	16,864,578	16,356,575
Sherbrooke, Que.	22,097	17,329,965	4,455	3,988,712	19,403,771	12,923,261
Kitchener, Ont.	21,605	26,956,878	7,811	7,183,314	37,385,267	11,957,850
Sault St. Marie, Ont.	21,228	50,692,142	3,204	5,047,499	27,791,991	17,650,175
Peterborough, Ont.	20,989	22,037,123	4,406	3,808,348	30,310,043	13,112,605
St. Catherines, Ont.	19,664	14,837,188	4,180	4,277,569	15,721,125	15,465,385
Moose Jaw, Sask.	19,184	5,471,411	1,856	2,135,622	18,005,370	20,612,578
Guelph, Ont.	18,019	12,796,306	3,667	3,470,931	15,450,609	8,832,030
Port Arthur, Ont.	16,134	11,036,157	2,663	3,042,738	7,610,427	22,574,399
Fort William, Ont.	20,521	18,820,791	2,159	2,771,696	15,539,874	21,973,480
Stratford, Ont.	16,064	6,157,597	3,390	3,360,911	12,276,927	8,858,350
St. Thomas, Ont.	15,924	7,320,105	2,717	4,106,218	12,782,714	10,248,310
Brandon, Man.	15,359	4,704,000	805	1,024,014	5,881,380	15,447,978
7,500 to 15,000 Population						
Niagara Falls, Ont.	14,695	70,013,768	3,743	4,444,077	23,591,110	10,759,286
Sarnia, Ont.	14,637	20,842,706	2,555	3,030,174	24,305,545	11,092,244
New Westminster, B.C.	14,440	10,171,162	2,529	3,001,878	11,888,385	16,645,212
Galt, Ont.	13,210	13,582,891	3,880	3,773,812	13,539,983	7,580,914
Moncton, N.B.	13,167	7,319,623	3,214	3,348,447	7,526,945	19,000,000
St. Boniface, Man.	12,816	2,345,526	708	751,068	3,711,413	12,547,265
Charlottetown, P.E.I.	12,329	2,340,341	772	547,172	3,201,661	5,704,308
Chatham, Ont.	12,301	14,045,204	3,062	2,129,628	18,738,586	
Owen Sound, Ont.	12,174	7,242,404	2,468	2,227,794	7,419,038	7,022,883
Belleville, Ont.	12,163	6,663,848	1,196	1,054,427	3,922,488	6,240,165
Lachine, Que.*	12,000	17,686,700	2,794	2,920,343	15,259,704	13,661,338
Oshawa, Ont.	11,552	10,808,126	3,698	4,196,641	34,442,352	4,193,795
Lethbridge, Alta.	11,055	3,613,450	604	756,120	3,279,267	11,723,655
St. Hyacinthe, Que.*	10,000	6,651,178	2,330	1,522,430	9,965,477	4,233,818
North Bay, Ont.	10,629	937,357	970	1,153,602	2,381,027	6,942,354
Levis, Que.	10,479	911,513	577	480,062	1,406,773	3,550,595
Amherst, N.S.	9,975	9,121,425	1,753	1,681,201	8,004,323	1,811,430
Woodstock, Ont.	9,659	7,117,148	2,003	1,583,610	8,995,390	5,428,345
Medicine Hat, Alta.	9,575	7,088,575	858	1,106,150	13,127,755	14,292,838
Valleyfield, Que.	9,180	9,227,878	2,313	1,641,098	11,984,411	6,007,000
Brockville, Ont.	9,057	5,599,325	1,161	886,023	5,605,241	1,256,440
Sydney Mines, N.S.*	9,054	2,592,434	313	284,201	5,576,778	2,379,570
Nanaimo, B.C.	9,025	1,370,843	315	433,680	1,598,459	5,209,180
New Glasgow, N.S.	8,959	6,597,278	1,284	1,218,796	7,347,266	5,331,530
Cincoutimi, Que.	8,925	13,186,311	1,434	1,324,904	4,741,459	3,484,830
Sorel, Que.*	8,500	1,974,050	958	625,365	1,773,863	3,074,750
Joliette, Que.*	9,036	2,220,027	1,397	997,763	3,500,244	3,200,985
Fredericton, N.B.	8,081	1,469,050	644	534,124	2,525,217	8,000,000
Pembroke, Ont.	7,875	4,297,787	1,642	1,524,207	5,194,850	3,826,480
Fraserville, Que.*	8,000	1,590,375	520	476,316	928,409	
Welland, Ont.*	8,000	25,101,240	3,879	4,622,730	23,397,595	
Orillia, Ont.*	8,910	5,144,876	1,104	1,059,697	4,068,033	
5,000 to 7,500 Population						
Truro, N.S.	7,651	3,168,443	928	675,441	3,952,165	3,920,350
Cornwall, Ont.	7,382	7,538,599	1,973	1,465,491	8,627,344	2,269,960
Thetford Mines, Que.*	7,200	947,159	188	145,737	784,401	3,783,700
Yarmouth, N.S.	7,062	3,857,417	1,028	675,479	4,139,268	3,7[illegible],500
Barrie, Ont.	6,992	1,749,950	367	345,771	2,330,116	3,546,565
Smith Falls, Ont.	6,828	3,704,175	703	672,310	2,477,029	3,635,920
North Sydney, N.S.	6,585	253,652	234	160,701	348,830	
Cobalt, Ont.*	6,500	5,681,001	357	527,351	7,822,940	909,871
Kenora, Ont.*	6,000	3,393,193	334	382,574	5,777,724	3,039,895
Springhill, N.S.*	5,900	116,244	54	38,080	108,141	857,185
Collingwood, Ont.	5,869	4,087,883	1,145	1,192,442	4,715,297	3,517,078
Cobourg, Ont.	5,330	1,754,022	471	363,587	2,147,522	2,127,161
Port Hope, Ont.	4,158	2,450,403	686	635,338	1,984,448	1,866,944

*Estimated; 1921 Census not yet available

first dealing with farm help and the second with factory hands.

Average Wages Per Year of Farm Help

Province	Estimated, 1920 (Wages and Board) Males	Females
Alberta	$1,038	$738
British Columbia	1,033	742
Manitoba	975	559
New Brunswick	785	391
Nova Scotia	735	408
Ontario	736	470
Prince Edward Island	572	407
Quebec	767	407
Saskatchewan	1,003	653
CANADA	821	492

It will be seen from the above that while the wages in the eastern and maritime provinces are about on a level, the average in the four western provinces is considerably higher; this being due partly to the greater demand in those parts, and partly to the higher cost of living in the West, occasioned by long freight hauls on so many commodities in general use.

In the following Table concerning factory labor, the higher wages paid in Alberta and Saskatchewan are attributable to the same causes as mentioned in the preceding paragraph, although in this case the figures are of slight importance, owing to the small amount of manufacturing done in these two provinces.

Wages and Hours of Common Labor in Factories

Province	Wages Per hr.	Hours Per wk.
Alberta	$ .60	52
British Columbia	.45	48
Manitoba	.50	45
New Brunswick	.37	54
Nova Scotia	.38	50
Ontario	.40	50
Prince Edward Island	.37	52
Quebec	.45	54
Saskatchewan	.60	50

So far our enquiry has been along the broadest lines, outlining only those features of the Canadian market which have what might be termed a territorial aspect.

In spite of what we have said the impression that Canada's population is thinly scattered might still persist if we did not present some figures regarding the cities and towns of the Dominion. The accompanying Table is arranged in order of population, and furnishes the latest statistics from the 1919 Postal Census of Industry, indicating the industrial activity in each centre. Latest available figures are also given as to the value of taxable property in each city and town.

Like most statistics the figures given here provide only an approximate indication of the relative importance of Canada's chief population centres. The first and last columns furnish a better index of local conditions than do the industrial statistics, inasmuch as many important centres, especially in the West, do no depend upon manufacturing, but rather upon agriculture, livestock or lumbering for their development.

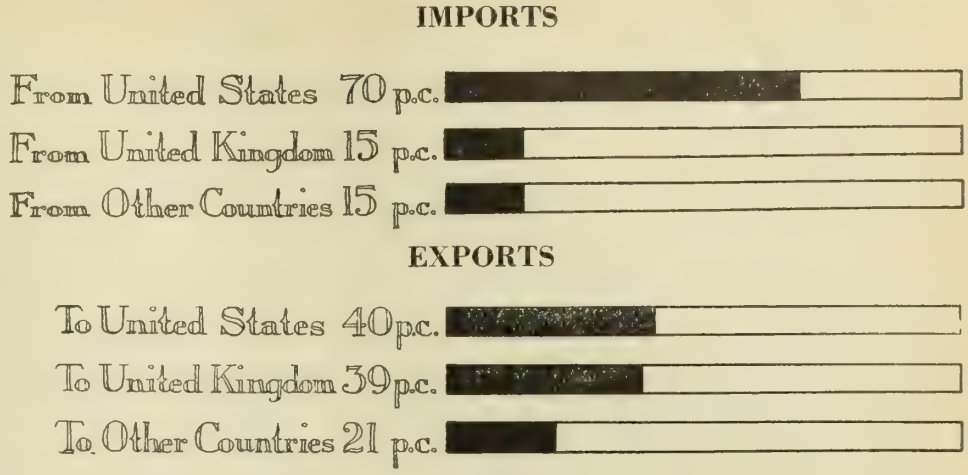
Calgary's industrial output, for instance, in 1919, was less than that of Kitchener, a city of about one-third its size; yet Calgary's bank clearings in the same year were seven times greater than the clearings for Kitchener.

On the other hand, of course, bank clearings are by no means an infallible guide to the relative prosperity of cities. Winnipeg clearings, for example, usually run in the neighborhood of two and a half billions (over 3 billions in 1920); but this immense total does not furnish an accurate picture of Winnipeg's prosperity as compared with other western towns, since the transactions included in this amount involve a vast amount of produce originating in the entire prairie territory, and which passes through Winnipeg because of its geographic position as the gateway to the West. The same is true in a lesser degree of Vancouver, Halifax, and other points whose prosperity is enhanced by the fact that they are outlets rather than originating centres.

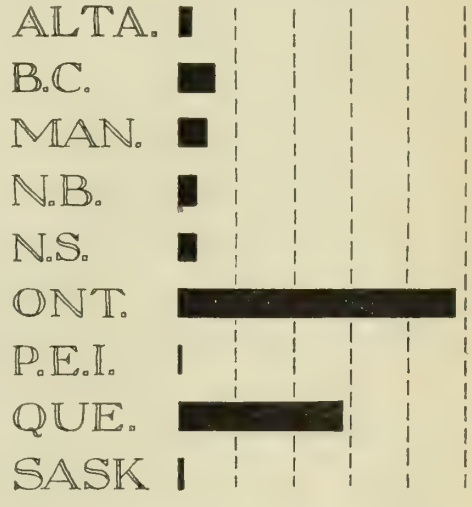
Having discovered, broadly speaking, where Canada's people are situated, how they make a living, what

Continued on page 246

Proportions Canada's Trade With Other Countries 1921


IMPORTS
From United States 70 p.c.
From United Kingdom 15 p.c.
From Other Countries 15 p.c.
EXPORTS
To United States 40 p.c.
To United Kingdom 39 p.c.
To Other Countries 21 p.c.

Where Canada's Imports Go



Proportions total Imports entered in each province of Canada 1921

Number of Retail Stores in Canada 1920

PROVINCE	Auto Garages and Supplies	Boots and Shoes	Clothing and Gents Furn.	Druggists	Dry Goods and Dept. Stores	Electrical Dealers	Furniture	Groceries	Hardware	Jewellers	General
Alberta	559	143	191	244	93	52	113	664	268	113	1146
British Columbia	211	153	179	245	174	97	100	104	173	143	755
Manitoba	345	117	137	150	94	83	101	677	160	100	970
New Brunswick	99	113	87	116	121	31	46	804	60	63	1257
Nova Scotia	119	185	238	140	215	37	59	1232	83	107	1413
Ontario	1413	1233	1006	1032	688	541	760	5785	1093	768	3117
Prince Edward Island	11	16	10	35	10	7	6	114	5	16	254
Quebec	488	960	641	540	1098	319	362	4497	520	530	3632
Saskatchewan	997	105	156	320	44	48	138	454	593	140	1670
CANADA	4152	3055	2645	2822	2537	1215	1685	13331	2955	1980	14214

WHAT THE BRITISH MANUFACTURER SHOULD KNOW ABOUT CANADA

Should regard Canada as being a market for special consideration. Certain matters require unusual attention to secure permanent business of value. Some valuable pointers given to "Marketing" in an interview

By F. W. Field
H.M. Trade Commissioner, Toronto

IT is important that United Kingdom manufacturers should regard Canada as being a market for special consideration. It is one of the most difficult markets from the United Kingdom exporters' viewpoint and must be given unusual attention in certain matters, in order to secure permanent business of value." This statement was made in a special interview granted to a representative of MARKETING, by Mr. F. W. Field, British Government Trade Commissioner at Toronto.

"Industrial production is probably more highly developed here than in any other British Dominion. The competition to be met, particularly from the United States, is very keen, on account of their close proximity and because of other obvious advantages they enjoy in relation to Canadian import trade. Elsewhere, United Kingdom manufacturers are often able to do substantial business direct from their factories or export warehouses. In this market, it is essential that our manufacturers should have representation on the spot.

"Our trade with Canada can best be handled by exports from United Kingdom factories or by the establishment of branch factories in the Dominion. Important considerations under those headings may be briefly discussed here. When comparing the extent of a competitor's business with that obtained by their own Canadian agency, the United Kingdom firm should also consider the measure of support afforded their local representative as compared with that given, say, by a United States house. United States firms, while sometimes making mistakes, usually appoint the right man as agent. They allow him adequate expenses (a matter which is still a complaint by many representatives of United Kingdom firms); and they allow him considerable freedom of action. It is obvious that a man hampered by inadequate allowances and other restrictions, is at a great disadvantage in competition with a man who can act in big matters almost as a principal of the firm. Care should be taken to choose the most suitable individual or firm as agent, after which the fullest possible support should be given by the principals.

"After an agent has built up a good business for a British firm, every consideration should be given to his efforts. It has sometimes occurred that a firm have given their agency to a local house who have gradually worked up a good business; then the British house have taken the agency away, placing it elsewhere or handling the business direct. A good agent usually does considerable missionary work for his principals, sometimes extending over several years, before results of any great value accrue. That it is unfair to withdraw the agency, unless for a breach of faith or a contract or other serious cause on the part of the agent, is obvious.

"In certain instances, the establishment of the United Kingdom firm's own branch is desirable. Whether or not this is the most suitable policy can best be settled by a visit to Canada of one of the principals who has an intimate knowledge of the business at home and abroad.

"Some United Kingdom firms handle their business in Canada through agents in New York. This is frequently an economical method, both the Canadian and United States business being dealt with in one office. The question arises from time to time as to whether or not British trade here would be better served by separate agencies for Canada and the United States. While the Canadian demand may not be large at present, the purchasing power of this market is rapidly increasing and those firms who have an established Canadian representation, have as a rule a much better opportunity of obtaining an increasing share of the business offering. The fact that United States firms, who are so much nearer to Canada than are United Kingdom houses, often establish separate Canadian agencies rather than doing the business from their headquarters in the United States, tends to strengthen this contention.

"Canadian importers prefer to do business with United Kingdom manufacturers direct. It will do no harm for British firms who are working the Canadian market through New York to review their position in that respect.

"Buyers in Ontario frequently draw my attention to the convenience of having stocks to draw upon in the United States. Orders can be placed at shorter intervals and urgent or sorting orders can be filled more promptly than by United Kingdom firms. This position has been cited on numerous occasions as an objection to buying from United Kingdom manufacturers. While many of our manufacturers recognize this factor and are carrying stocks in Canada in order to secure a greater volume of business, this policy should be followed by a larger number of firms when conditions at all warrant such a course. A small but typical instance is cited of the purchase of 25 English carriage rugs by an Ontario jobber who was introducing the line in that market. They sold much more rapidly than anticipated and 100 could have been sold as easily as 25, but the English firm did not have any stocks in the market.

"In dull business times, purchasing is done at much shorter intervals than is usual. The largest motor car manufacturers in Ontario, for example, in December last were buying everything on a 30 days' basis. I am convinced that both in normal and poor business periods, much more trade in Canada can be secured by United Kingdom manu-

facturers with suitable and well supported local representation and the carrying of stocks. Such a course would remove the objection of local buyers which is constantly brought to my attention.

"It is sometimes found that a United Kingdom manufacturer whose product is well known in his home market expects his wares to be equally well known in the Canadian market which, we will suppose, he is just entering. This is not the case and a great deal of commercial spade work is necessary on the part of our manufacturers coming into this market for the first time in order to build up their business in what, to the Canadian consumer, are usually unknown goods.

"Advertising is naturally one of the ways in which the road may be paved for good business. The story of the American salesman is usually half related to the Canadian buyer, through the medium of advertising, before the salesman approaches that buyer. Firms of United States origin are among the largest patrons of advertising space in the Canadian market, Canadians being almost as notable advertisers. United Kingdom firms doing business here are, generally speaking, small advertisers and not numerous. Only in comparatively few instances have extensive advertising campaigns been undertaken by our firms in Canada. It is fairly safe to assert that good results have accrued from this policy, when the advertising has been properly planned and directed.

"It is notable in the case of the advertising of our competitors that they always feature in large type the name and address of their Canadian branch or agents. This is a very important matter and is frequently omitted from the advertising of the United Kingdom firms. The value of advertising here is materially lessened when there is no local representation.

"It is possible to find in many trade journals the advertisements of competing United Kingdom and United States houses, the former giving only their English address, and the latter giving both their home address and their Canadian representation, with full particulars as to telegraphic and telephonic communication. In a market such as this where business in so many cases is done with the minimum of delay and along the line of least resistance, this difference in methods of advertising may frequently mean the difference in obtaining or losing trade.

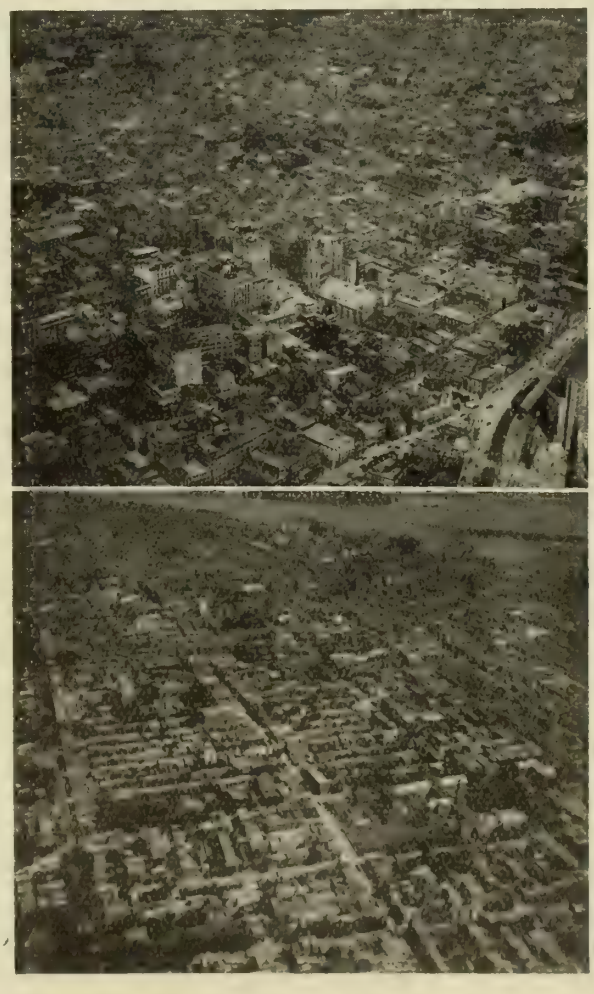
"In connection with machinery, engineering equipment, motor cars, lorries, etc., British firms have not always recognized the necessity of the maintaining here of what is known as service and of stocking spare parts. Three of the factors which apparently operate against greater business in Canada in machinery lines are the lack of sufficient local representation and active salesmanship, the failure of United Kingdom manufacturers to keep in constant touch with those who have purchased their machines, and the inability to effect repairs and supply spare parts at short notice. While the business in any one line may not be large enough to justify the establishment of a proper local organization, which should remove the difficulties noted, it might prove feasible for several manufacturers of non-competing machinery to have a joint representation here, with a technical man to look after repairs; a good sales organization, which would adopt the American follow-up system, as it is termed; and a stock of the spare parts which are most likely to be needed. Unless some such system is adopted, it is to be feared that the imports of United Kingdom machinery in this market will become continually smaller.

"Visits to Canada by principals of firms or other representatives who are well qualified to observe and analyse the characteristics of a market are almost invariably productive of excellent results. These visits are every day occurrences for the United States business man who frequently travels a long distance. There is nothing quite as satisfactory as a personal survey of the market. It is of considerable value in itself and also in its application to reports afterwards received from time to time from various sources on the trade of the market. It clarifies and strengthens the relations between the firm and their Canadian agents. Visits of United Kingdom representotives to Canada have been far too infrequent. When they are made ample time should be allowed, so that a proper appreciation of the market may be obtained, rather than the cursory and incorrect impressions which are often gained from a too hasty trip. British representatives and parties of commercial or professional men are assured of a cordial welcome, and every assistance from the business community of Canada. The importance of this matter cannot be too strongly emphasized. The recent visit of the delegation of the Scottish Woollen Trade Mark Association will be of vast help to British trade interests here.

"In regard to the establishment in Canada of branch factories of United Kingdom firms, the figures recently published in a report of the Department of Trade and Commerce at Ottawa will not fail to impress many of our manufacturers. It was shown in the report that in 1918, of the securities of companies engaged in the manufacturing industries of Canada, 31% was owned

Continued on page 245

AIR-VIEWS CANADIAN CITIES



Upper—View Montreal, downtown section.
Lower—View Montreal, Windsor Hotel and Cathedral in upper centre.

BRITISH & UNITED STATES FIRMS IMPORTANT FACTORS IN CANADIAN TRADE

More than seven hundred branch factories of United States industries established in Canada. Important British firms also well established. Something about those best known to Canadians.

CANADIANS believe most profoundly that their country possesses immense anad almost unrealizable possibilities for industrial development, and that this development will make tremendous strides during the next decade. Their neighbors to the south are strongly of the same opinion, and they have demonstrated their faith in the Dominion to the extent of establishing some six or seven hundred branch manufacturing plants. This invasion of Canada from the United States is not over. Several hundred more American concerns are planning to erect factories north of the line.

Such an influx of foreign capital is not due to sentiment or merely a desire to be neighborly. Many manufacturers of the United States have sensed the coming industrial development of Canada and with commendable foresight they are planning to be well in "on the ground floor."

Naturally, Canadians regard this addition to their national wealth and industrial equipment with pleasure, for it has contributed very greatly to their country's remarkable development of manufacturing industries during the past two decades. On the other hand, there is more than a subconscious sense of regret tinged with surprise that the manufacturers of the Old Country have not played a part in the industrial development of Canada to a greater extent than they have done. So far, the number of British manufacturers who have established themselves in Canada is few, although the names of those who have done so constitute a list of great variety.

It is certainly significant that so many of the British firms who are operating branch factories in Canada are big national advertisers and known in their own land for their aggressiveness and enterprise. The fact prompts a word of warning that the Canadian market presents no "easy pickings", although it unquestionably will reward intelligent study and enterprising sales policies. Amongst the foremost of those who have proved this, are Lever Brothers, of "Sunlight" soap fame, whose hold upon the soap trade of Canada is not represented solely by the plants operated under the firm name at Toronto and Vancouver. The same forceful and enlightened methods that placed this concern in the forefront at home have given them a commanding position in Canada, and this in face of the most determined and skilful opposition from American firms also located in this country.

Another well-known name now listed among Canadian manufacturers is that of J. S. Fry & Sons of Bristol, whose trade in the Dominion has grown to a point justifying the purchase of a factory where their famous product will be made instead of being imported as heretofore. Bovril and Holbrook's Sauce, the former at Montreal and the latter at Toronto, are also doing a steadily increasing business.

After a very determined struggle of ten years or more, Nugget Polish Co. Ltd., have established a Canadian business second to only one other in the country. The products of this company are handled through a British organization. Reckitts Over Seas Ltd., at Toronto, which distributes Reckitts Blue Colman's and Keen's mustards, Brasso and Silvo Polishes. Another British firm successfully engaged in making polishes is Hargreaves (Canadian) Ltd., also at Toronto.

In the paint industry, a strong hold has been taken by Wm. Harland and Son, Toronto. Gelatines and glue are made by the Cannon Canadian Co., Limited, at West Toronto. Carter's seeds are as well known in Canada as in the country of their firm's origin. At Montreal, L. B. Holliday & Co. have established a successful dye industry, doing a constantly increasing business with tanneries, textile mills, pulp and paper concerns, in all but the very high-priced special dyes which, despite the war, are still a German monopoly.

Amongst other firms in Great Britain whose products enjoy a steady

AIR-VIEWS CANADIAN CITIES

Upper—View Ottawa, downtown section.
Lower—View Ottawa, showing bridge to Hull.

patronage in Canada are the following: Mappin and Webb, Ltd., Apollo Plug Manufacturing Co., Boosey & Co., Catesby's, J. M. Dent and Sons, Ltd., "Zam-Buk" and "Peps", Hodder and Stoughton, H. P. Sauce, Holeproof Clothing Co., Lipton's, Jaeger's woolens, Oxo, Savory and Moore, Bird's Custard Powder, Bradford Dyers' Association, Neave's Infant Food, Thermogene, Jason hosiery, Crosse and Blackwell, Epp's Cocoa, Erasmic Perfumes, Keating's Powders, London Glove Co., Oakley's Polishes, Ridgway's Teas, Hall's Wine, Wright's Coal Tar Soap, Huntley and Palmer Ltd., Robinson and Cleaver, Wolsey Underwear.

In the world of sport, A. G. Spalding and Bros., for outdoor games equipment, and Burroughes and Watts Ltd., for billiard tables, each enjoy as great and well-deserved a reputation in their respective fields in Canada as they do at home. The city of Coventry is represented in the Dominion by J. and J. Cash Ltd., whose woven labels are made at Brantford, Ont., and by Alfred Herbert Co Ltd. The latter firm began operations in Canada two years ago, and despite severe industrial depression and never-sleeping competition from American makers of machine tools, has "made good" and established itself firmly in this new field. Another engineering firm that has succeeded in Canada is the Herbert Morris Hoist and Crane Co., of Loughborough, whose plant at Niagara Falls is turning out a product that is winning the increasing confidence of Canadian contractors and engineers. Similarly the Lancashire Dynamo and Motor Co., at Toronto, maintains a branch warehouse with a Canadian manager and sales organization, and also operates a large repair shop. In the same city Chamberlain and Hookham have made a big market for their electrical meters. Although not strictly Canadian manufacturers, Leyland Motors Ltd. have experienced little difficulty in disposing of their motor trucks, one reason for their success being the large number of finished cars ready for immediate delivery, and spare parts kept in stock. The record of this firm is no mean achievement in a country where the making of motor cars and trucks is a highly specialized industry. It is one of many instances that go to prove that given a thorough and intelligent study of the situation, there is no reason why British manufacturers should not find a footing in the Canadian market, either as operators of branch factories or as importers. The success that has attended the operations of Pilkington Bros. at Thorold, Ont., who have established the manufacture of St. Helens window glass, and of Mabie, Todd and Co., of "Swan" fountain pen fame, point the same moral.

There are several strong reasons why it is preferable to establish branch factories in Canada rather than attempt to capture a share of the business through sales agents. The Canadian purchaser is accustomed to the intensive and intimate methods of United States travellers who know the Canadian market intimately and find it worth while to take infinite pains to secure the business of their northern neighbor. This close and intimate touch is a thing almost impossible of attainment by a sales agent working through the slow and cumbersome cable.

Canadian buyers have come to expect prompt action in negotiating a contract, and their association with United States plants has accustomed them to prompt deliveries. The proximity of the United States affords the manufacturers of that country many advantages in cultivating the Canadian market, and these advantages can only be offset satisfactorily by the firm whose manufacturing plant, whether it be for the entire process or only for assembly purposes, is actually located in Canada.

Canada is at the threshold of her period of greatest development. Those who are aware of the significance of the situation have already entrenched themselves or are preparing to do so. There is ample room for more, and all comers are assured of a welcome within the gates and of every co-operation both by governmental and municipal authorities.

Amongst those firms which have been lured across the border from the United States into Canada are many corporations with a fame that is world-wide. Of such is General Motors Ltd., one of the largest manufacturing concerns in the world, with a capitalization of $350,000,000. This company operates two large plants in Ontario, although it owns eighty-six factories scattered throughout the United States. Alfred P. Sloan, Jr., vice-president of General Motors, and head of the company's export department at New York, said recently:

"We have found the Canadian workman is accustomed to more complete finishing of a machine. Canadian plants have made a practice of putting more finishing touches on than American plants, and we find the Canadian workmen temperamentally suited to exercise the extra care necessary for our export work."

Another large United States concern manufacturing on a big scale in Canada is the Goodyear Tire and Rubber Co, which has established a plant at Toronto. More and more the Goodyear people are making Canada the centre of their export business. The National Cash Reg-

AIR-VIEWS CANADIAN CITIES

Upper—View Toronto, looking toward Western gap.
Lower—View Toronto, looking up Yonge Street.

ister Co., a firm of world-wide fame, are making a complete line of goods in Canada. The success that has attended Henry Ford's invasion of Canada has only been paralleled relatively by his achievements in his own country. The Ford Motor Co. of Canada forms a community by itself at Ford, Ont., and the swift growth of this new Canadian city has been as spectacular and romantic as anything of a like nature anywhere else in the country.

Another instance of the successful grafting of a branch stem in Canada from the parent plant in the United States is that of the Eastman Kodak Co. who have managed to create a large industry in the making of a highly-specialized, delicate and intricate product.

Other United States firms firmly established in Canada, most of them on a manufacturing basis, include Fairbanks-Morse Co., Coco-Cola, International Harvester Co., Aladdin Lamps, Swift Packing Co., Barrett Co's roofings, Carnation Milk Products, Gray-Dort Motors, Hoover Suction Sweeper Co., Rogers' Silverware, Proctor and Gamble, Zimmerknit Underwear, Holeproof Hosiery, Wrigley's Chewing Gum, Quaker Oats, Welch's Grape Juice, Larned-Carter Overalls, Brunswick-Balke billiard tables, Aladdin Readi-Cut Houses, Adams Chewing Gum, Gossard Corsets, General Electric Co., "Klim", Cudahy Packing Co., Japa-Lac, Goodrich and Firestone tires, Dayton Scales, Johns-Manville products, Kellogg Cereal Co., Durant Motors. Otis-Fensom Elevators, Palmolive and Jergens soaps, Prest-O-Lite Batteries, Willys-Overland, Park-Davis Co., Studebaker Corporation, Boren's Condensed Milk, Cluett, Peabody & Co., Congoleum Rugs, De-Laval Dairy supplies, N. K. Fairbank Co.

These American branch concerns are welcomed by Canadians. Towns and cities situated within the industrial areas of Canada compete for the privilege of providing the sites for these factories, just as commercial concerns compete for big contracts. The more aggressive Canadian municipalities have publicity bureaus to advertise their advantages from the industrial viewpoint. In many instances attractive offers are made to prospective manufacturers of reduced taxation, and even exemption from taxation for considerable periods, and free sites.

This propaganda is not directed solely at the American manufacturer, but as the United States is Canada's nearest neighbor, and moreover shows a keen appreciation of the advantages offered, it receives the brunt of the appeal. The-response as already shown has been gratifying. So far as can be ascertained, there are not more than fifty British firms operating in Canada on a manufacturing basis, if as many, and Canadians cannot but wonder why the Mother Land remains indifferent to the opportunity which Canada presents.

Canada's industrial achievement during the war has awakened in her people a new consciousness of their power as a manufacturing country. In 1914 agricultural products formed 45.9 per cent of Canada's total exports, and manufacturers time of the Armistice agriculture formed 13.68 per cent and manufactures 41.3 per cent., almost a complete reversal. These conditions were, of course, abnormal, and they have not been maintained, but they presented an object lesson that Canadians are in no danger of forgetting. In 1921 Canada imported merchandise for home consumption to the value of $856,613,430, largely made up of manufactures and finished products.

How much of this can be manufactured at home? is the question on every lip, and of late years a persistent propaganda has created a strong "Made in Canada" sentiment. Recently the T. Eaton Co., Ltd., of Toronto and Winnipeg, the largest department store concern in the Empire, made a big hit with a "Made-in-Canada" sale. On the opening day it was announced that 80 per cent of the Company's purchases were Canadian made. The statement caused a good deal of surprised comment and was the source of not a little justifiable national pride. In Canada, the word "imported" does not connote what it once did, and "Made in Canada" has far greater selling power.

AIR-VIEWS CANADIAN CITIES

Upper—View London, showing part downtown section.
Lower—View Windsor, from Detroit River.

INTERESTING FACTS

There are not ten known lakes in Canada without fish. Remote northern lakes practically frozen over the whole year round are crowded with fine whitefish.

✣ ✣ ✣

For 1920 the value of wood products remanufactured in Canada amounted to $750,000,000. These products included building material, flooring, sashes, doors, fabricated houses, furniture, boxes, etc.

✣ ✣ ✣

Canada Government loans amounting to $80,371,750.00 were granted to 19,771 returned soldiers for the purpose of purchasing farm land, removing encumbrances on land owned by settler, to erect permanent improvements, and to purchase stock and equipment. The average loan per settler was $4,061.13.

Canada possesses the largest pulp wood resources of any country.

✣ ✣ ✣

Canada ranks fifth in gold production.

✣ ✣ ✣

Canada owns 458,631 motor vehicles.

✣ ✣ ✣

The recorded value of fish marketed by Canadians in 1918 was $60,243,429, of which sea fisheries contributed $54,221,424.

✣ ✣ ✣

Capital invested in Canadian woollen mills totals $75,000,000.

HOW DAILY NEWSPAPERS HELP YOU CAPTURE THE CANADIAN MARKET

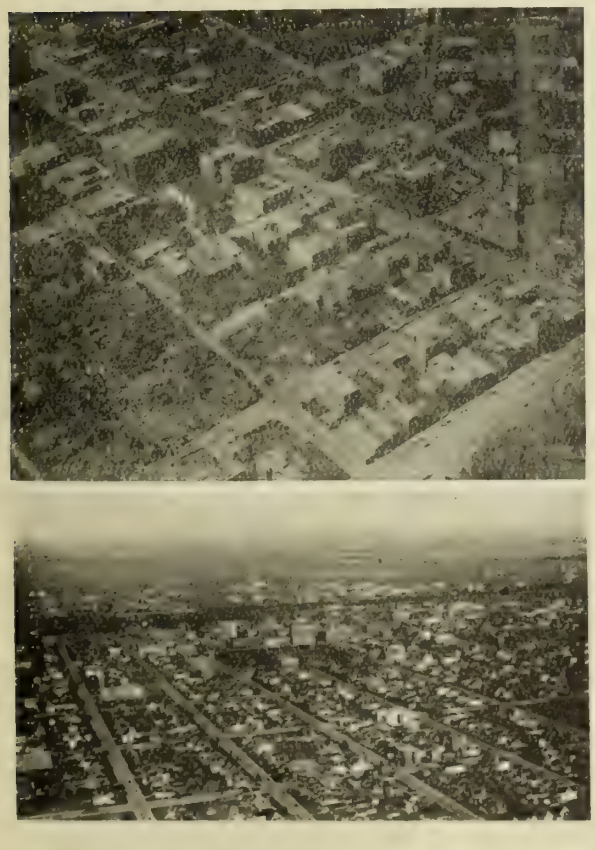
Strength of Canadian daily newspapers as a merchandising force utilised to establish market for products of British, United States and Canadian firms. Selling difficulties overcome by operating zone system, with support of daily newspapers in each zone.

By Arthur Partridge

NINE million persons in Canada must be fed, clothed and housed every day. They must be transported, kept in health, amused, educated, and provided with many wares which, while not actually sustaining life, make it pleasant and worth living. Their basic and subsidiary needs offer fresh opportunity every day to the manufacturer and those who stand between him and the ultimate consumer of the necessities and luxuries produced in the factories of the world or derived from natural sources by man's skill and the operation of modern machinery.

To reach these nine million persons is an ever-pressing problem in merchandising. Fortunately however, the Canadian people themselves have simplified the manufacturers' task. There is another necessity in their daily life; they must have something to read, some printed form of communication with the events and thought of the day in their own locality throughout the Dominion and in the foreign world. This craving for a chronicle of local, national and international life has made the daily newspaper in Canada a dominant institution; has created the most powerful element available in advertising to any manufacturer or distributor who seeks to sell to the Canadian market.

AIR-VIEWS CANADIAN CITIES



Upper—View shopping district, Winnipeg.
Lower—View Regina, business section in centre.

It is, surely, sound logic to argue that the Canadian people can best be approached through the medium they have selected as the mehod by which they wish to be approached. Looking at the population of Canada in groups of families—not exceeding 1,800,000 in all—we find that the daily newspapers have a circulation closely approximating that number, and that within its territory, each of the 110 Canadian dailies covers a consistently proportionate number of the total.

The constant circulation of the daily newspaper in Canada is maintained, from year to year, at the ratio of almost four to one compared with other distinct classes of popular publications. Those who offer it as a factor in successful selling are justified in asserting that reading it has become an act of necessity, a voluntary impulse so persistently indulged that it is voluntary. The local newspaper, through the unremitting support of its community, is made the strongest possible instrument by which buyers in any given trade area are influenced. Used as a group and controlled by intelligence, the daily newspapers, as a whole, become the rock upon which national advertising in Canada must be based.

Certain facts about the daily newspaper may be deduced to refresh the recollection of any person or corporation seeking its share of Canadian business. The intimate appeal of some daily to every member of every family of every class and creed is implied by its general circulation, which also connotes thorough distribution in a land of wide areas and small population. The newspaper accompanies a leisure hour profitably; it also codifies for the busy merchant what he needs to know of the events of the world today.

Self evident as these facts may be they are often forgotten, and so is this more important one: an impulse to buy Now, is given by advertising printed in a medium that is impregnated with immediate fact and action. This impulse is the life blood of business, the spring which feeds the quick turn-over and makes one dollar do the work of three.

Much might be written on any given item in the argument for the Canadian dailies. The rapidity with which the reader may be reached; the ease with which the appeal may be changed; repeated or connected with events of the day; these phases of the flexible force of daily newspaper advertising are worthy of expansion were space available. It would be unfair to the prospective national advertiser not to point out

the advantage given by a medium which offers space wherein copy can be adapted to any day of any week, can be made serial or cumulative, can be thrown with full force upon Halifax, Winnipeg and Vancouver and shut off from all the rest of the world, can be used to conquer Canada at a blow, or zone by zone.

At this point the strength of the Canadian dailies as a merchandising force becomes more evident. Beginning in one town or city, section or province, the advertiser can acquire distribution, co-operation from the trade, consumer demand and profitable sale, using the daily newspaper space he needs to acquire and build the other parts of his selling organization, and paying for his publicity as he goes. It was thus, Mr. P. C. Larkin tells us, "Salada Tea" was marketed to the success its quality deserved.

Canada stretches thousands of miles from the Atlantic to Pacific. With its nine provinces and other areas the conquest of its markets would appear to be difficult beyond measure. But in practice the obstacles are easily overcome when the country is divided into five main zones. While organizing his selling campaign in advance, approaching dealers, canvassing retailers, arranging special window displays and otherwise co-ordinating his forces, the manufacturer should be making his newspaper space contracts in advance so that the jobbers and retailers know they will be backed up in their sales efforts. By launching his advertising when all is prepared behind it, the manufacturer can attack territory after territory with complete assurance of all the success his product and prices merit.

The possibilities of merchandising by zones appeal strongly to the British, French, Scandinavian, Italian or other corporation that is considering how best to establish its wares in the Canadian market. The Dominion naturally divides itself into five zones or trade areas: The Maritime Provinces, Quebec, Ontario, the Prairie Provinces, British Columbia and the Yukon. Although the inhabitants of each zone may and do differ widely in racial origin, tastes and needs, the relation of each local daily newspaper to the daily life of each area is similar. From the population centres of each zone, daily newspapers radiate, satisfying the requirements of every divergence in origin, occupation, temperament and inclination of the Canadian people, and doing what no publication in general national circulation possibly could accomplish—bridging our vast physical, racial and social barriers.

Let us suppose a new national advertiser has decided to begin his campaign in the Maritime Provinces. The names of the daily newspapers in themselves review for him every trade centre. Through three dailies in Prince Edward Island, thirteen in Nova Scotia and eight in New Brunswick, he can cover a market of 187,000 families with newspaper circulation totalling wore than 164,000. He can reach in the most intimate way, fisherman, orchardist, dairyman, miner, industrial worker, in this zone.

On the other hand he might decide to begin operations in Quebec. At once he faces the task of reaching a population four-fifths of which speaks and reads the French language. In this zone the newspaper removes his trouble. The list of seventeen dailies gives him access to French or English reader, in every important trade centre; and he finds himself again with a circulation of 468.000 to reach not more than 443,000 families in farming, the lumber and pulp industry, industry and commerce.

Does he decide upon Ontario? From Niagara to Fort William, from Cobalt to Brockville, he finds 40 daily newspapers covering every strategic point in a province rich in industry, agriculture, minerals, commerce. Here he can deal with 610,000 families through a newspaper circulation of more than 732,000, consistently distributed.

When the Prairie provinces attract him, he finds the 138,000 families of Manitoba, Saskatchewan and Alberta covered by fourteen dailies with a total circulation of 265,000, each appealing to its own group of subscribers and its own trading area in these provinces of wheat, cattle and milling wealth.

British Columbia and the adjacent Yukon, with great and wealthy lumbering, shipping, mining and grazing areas to be reached, offer 12 dailies with a combined circulation, well distributed, of 140,000 to cover 98,000 families.

From any point in any one of these natural zones the national advertiser can proceed to the complete domination of the national market.

As it is the strongest medium in Canada, so is the daily newspaper the cheapest. Its localized circulation gives the most economical and flexible weapon, because the advertiser need never buy 50,000 to reach 10,000 buyers. Compared with mediums of national circulation its cost is about four times less. But this is not the place for comparisons so let us rather indicate the approximate cost of a campaign that will include practically every daily newspaper in Canada. As tabulated herewith:

Province	No. of papers	Cost of 5,000 Lines	Cost of 10,000 Lines	Total Circulation
Prince Edward Island	3	$ 300	$ 600	85.397
Nova Scotia	13	2.900	5.720	13.650
New Brunswick	8	1.450	2.743	65.668
Quebec	17	5.950	10.500	468.632
Ontario	41	9.500	18.300	732.843
Manitoba	4	1.279	2.557	114.925
Saskatchewan	4	1.250	2.500	73.417
Alberta	6	1.450	2.900	77.091
British Columbia and Yukon	12	2.585	5.000	140.852
	108	$26.634	$50 820	1.772.475

For $30,000 the national advertiser can buy 5,900 lines in every Canadian daily newspaper. Supposing this money were divided into monthly appropriations o f$2,500 each. Should it be desired to throw full weight into any one zone for a month, eliminating all others, the expenditure of the entire $2,500 would permit the use of these spaces:

	Combined Rate	Lines	Circulation
Maritime Provinces	$ .92	2.718	164.715
Quebec	1.19	2.100	468.632
Ontario	1.90	1.317	732.843
Prairie Provinces	.70	3.571	265.433
B.C. and Yukon	.52	4.808	140.852

From these figures, which like others I have quoted, are accurate to within a reasonable decimal, it will be seen that as a factor in national merchandising the daily newspaper is as economical as it is powerful. Were it twice as costly it would be cheap, because it represents to the advertiser a publicity value which nothing in the Dominion of Canada has yet risen successfully to question. The experience of the most prosperous merchandisers in Canada is the best proof of these statements.

General Advertisers

again in 1921 showed the measure of value they place on ***The Globe*** advertising columns by putting in The Globe more advertising than in any other newspaper—morning or evening—in the Toronto-Ontario field.

Likewise the Retail Advertisers

of Toronto placed in The Globe much more advertising than in any other Toronto morning paper.

Circulation over 100,000 per day—the largest circulation ever *GAINED* by a morning paper in Canada.

No premiums have ever been used to win subscribers to The Globe, nor have any blocks of "names" purchased from dead newspapers ever been added to its subscription lists.

Dominant Medium in the Toronto-Ontario Market

The Globe,

TORONTO

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

THE WEAKNESSES OF LONG DISTANCE ADVERTISING COUNSEL

Why Canadian branch sales organizations of some British and United States manufacturers employ the same advertising agents as their home office—and why they *should not!*

By C. Truscott Solomon

ASK the average strictly-Canadian manufacturer why he uses a Canadian advertising agency rather than one located in New York or Chicago—and he will probably reply:

"Why should I *not* avail myself of the service of an Agency right here in my own country?"

Tell him that some of the United States agencies have (by reason of their vastly greater turnover) more complete equipment, and higher priced executives—and his answer will probably be:

"I admit the higher salaries, but I seriously doubt that there is any greater degree of clevernesss over there than I have found in the agency that serves me here in Canada. And even if I were convinced of the greater efficiency of certain United States agencies, I feel the imperative need of Advertising Counsel that I can call into contact with my problems on a few hours' notice—a need that outweighs all considerations of brilliant copy or superior art work."

So far, all is plain sailing, and good sense.

Now, it would seem no more than logical to apply this same reasoning to the selection of an Agency by *any* Canadian Manufacturer—whether it be a strictly Canadian concern or the branch of a United States company.

But it does not altogether work out that way, as most people interested in advertising work well know.

Many advertising men have told me they find it impossible to understand why so many of these Canadian branches of U. S. manufacturers permit their advertising to be handled by agencies in New York or Chicago.

The managers of these concerns give many and various reasons for their allegiance to United States agencies. But the *real* reason, in most instances, is to be found in the fact that the Manager of the Canadian Branch Factory is held in leash by his "Home" Office.

"But," you say "Why does not the Home Office see the weakness of such a situation?"

Simply because that Home Office is, as yet, blind to the facts of the situation; does not even consider it worth while investigating, to prove or disprove the claim that the Canadian advertising would be improved by placing it in the hands of a Canadian agency.

AIR-VIEWS CANADIAN CITIES

Upper—View Vancouver, downtown in distance.
Lower—View business section Calgary.

Of couse we know that this autocratic attitude (whereby the Canadian Manager is not permitted to exercise freedom of judgment in the matter of his Canadian advertising) will eventually give place to a saner policy.

Every advertising man in Canada will agree that the manufacturers of "those great United States" place a serious handicap on their Canadian selling efforts when they refuse to employ Canadian advertising counsel to solve Canadian advertising problems.

Must we leave it to Time to bring this truth home to them?

In this matter, Time has now a mighty ally. That ally's name is "Competition."

Many of those United States concerns that have ventured into Canada have already "seen the light." Their competitors, on coming over the border line for trade, find it difficult to compete with those already established on Canadian soil, unless they *do* secure the services of Canadian agencies.

Is that placing too high a valuation on the service of the average Canadian advertising agency? "Ask the men who use them"—and you will usually get a frank admission that the aid and advice of Canadian advertising men is vital to "the business of extending business."

The Gradual Conversion of an American Abroad

When a United States firm opens a branch factory in Canada, the man sent over to conduct the branch usually starts out with the idea that things can be done in this country along the same lines

(*Continued on page* 236)

Confidence

The late J. Pierpoint Morgan once said

that confidence was the foundation of business. If he had said that confidence is the foundation of advertising results, his statement would have been just as true.

If a newspaper, for example, satisfied every requirement as to quantity and quality of circulation, it would still be of small value as an advertising medium unless it had the respect and confidence of its readers. Otherwise it would not back up the advertisers' message with its own influence on the reader.

A glance at The Citizen will show you why The Citizen has this confidence. It is clean, wholesome and reliable. It appeals to the housewife as well as to the business man—it is known as Ottawa's clean home newspaper.

The Citizen is a conservative and constructive newspaper. It does not rely on sensations to hold its public. The Citizen's editorial page is widely and closely read. The Citizen being independent in politics, broad in its consideration of all matters, commands a confidence on the part of its readers.

The Citizen restricts its advertising pages to only high grade merchandise and announcements of legitimate enterprises. You are always certain of good company when you advertise your product in the columns of The Citizen, as this paper maintains a higher standard in the acceptance of advertising copy than any newspaper in Canada. THE CITIZEN does not accept patent medicine or semi-medical advertising of any description, mining or oil stock advertising or any other advertising of any objectionable nature.

For these reasons the readers of The Citizen respect it and have confidence in it. And the fruit of this confidence is—results to the advertiser.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

OTTAWA, CANADA

Members A.B.C.

Daily Average
29,460

City & Suburbs
25,532

HERE IS REPRODUCED an advertisement from the July issue of The Farmer's Advocate and Home Magazine of 1881

SATISFY YOURSELF BY ENQUIRING OF ANY OF THE 463 PURCHASERS

—OF THE—

Fire-Proof Champion Farm Engine

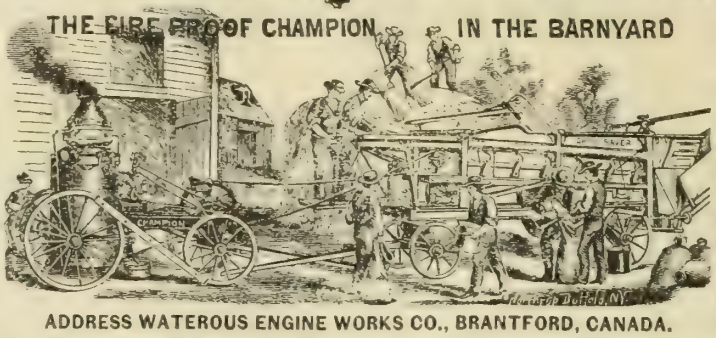
463

CHAMPIONS SOLD IN

4 SEASONS

Sensible, practical farmers and threshers will consider the magnitude of these sales and readily draw the correct inference—most favorable to the Champion—that such testimony of excellence and special adaptability to their wants, is **INFINITELY greater than the hollow, windy puffs of prizes and medals awarded at Public Exhibitions and so-called tests,** where wire-pulling and intrigue are the order of the day—and where the judges, even if capable, have no such opportunity of deciding the adaptability of each Engine to the wants of the farmer and thresher, as the practical men who use them.

Not one Engine has been returned nor has a single accident happened where a Champion has been at work.



ADDRESS WATEROUS ENGINE WORKS CO., BRANTFORD, CANADA.

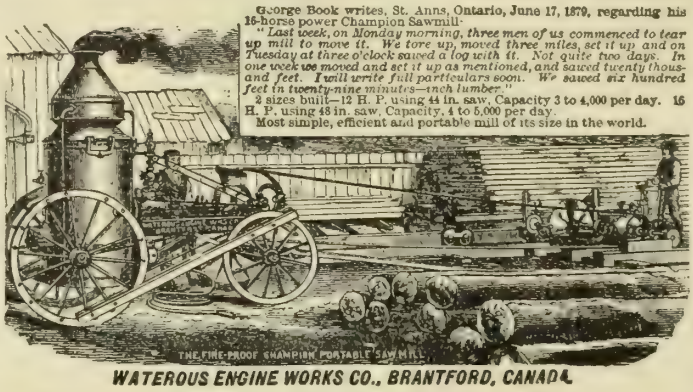
We Give them All. None Reserved. We Court Enquiry.

George Book writes, St. Anns, Ontario, June 17, 1879, regarding his 16-horse power Champion Sawmill:

"Last week, on Monday morning, three men of us commenced to tear up mill to move it. We tore up, moved three miles, set it up and on Tuesday at three o'clock sawed a log with it. Not quite two days. In one week we moved and set it up as mentioned, and sawed twenty thousand feet. I will write full particulars soon. We sawed six hundred feet in twenty-nine minutes—inch lumber."

2 sizes built—12 H. P. using 44 in. saw, Capacity 3 to 4,000 per day. 16 H. P. using 48 in. saw, Capacity, 4 to 5,000 per day.

Most simple, efficient and portable mill of its size in the world.



WATEROUS ENGINE WORKS CO., BRANTFORD, CANADA.

Portable Saw Mills our Specialty for Over Thirty Years.

Engine No. ONE

Houghton Centre, Nov. 17, 1880.

Waterous Engine Works Co., Brantford, Ont.

Gentlemen,—We have the first Champion Engine ever built by you, purchased first by James Ray, of Courtland, and then purchased by us. As far as we can see or know the Engine and Boiler, it is as good to-day as ever. We have threshed about 70 days this year, and did not have to stop a moment during that time on account of the Engine, and the only expense was 10c for a small set screw in governor. This Engine has had 4 season's run and was not well taken care of by Ray, either. I am well satisfied with my Engine in every respect, but wish I had a Traction attachment. The boiler is perfectly tight and has never had a tool on it since it left the shop, that I know of. I have a number of Horizontal Engines and Boilers threshing around us, but none of them can do the work we can, either as cheaply on wood and water or as quickly. Why! we can do from 30 to 50 minutes threshing before the other Engines can get steam up. While threshing near the lake this summer, with the wind fair off the lake, blowing smoke right through the barn, a Horizontal Engine (———) was sitting further up the lake in exactly the same position, with the wind in the same quarter, this Engine set the barn on fire and burned barn, separator, grain and everything. A farmer by the name of Israel Marlott was carrying the grain away, and before he could get out got his whiskers burned off. We threshed afterwards for Mr Marlott, which shows that our Engine has the confidence of the people as regards fire. We know it is perfectly safe when water is kept in the reservoir and there is no excuse why it should not be kept full, as it only requires the turning of a tap to do it. We are thoroughly and perfectly satisfied with our Engine.

Yours truly,

ROBERT L. ANGER.

T. ANGER.

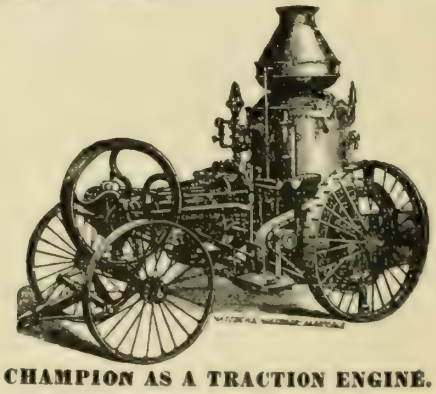
These facts prove conclusively that the assertions of interested parties, "that the Champion Engine is short-lived and soon plays out," are pure fabrications on their part, and miserable falsehoods.

Capacity of Works per week: 1 Portable Saw Mill, 1 Portable Grist Mill, 3 Standard Chopping Mills, 6 Champion Farm Engines.

STANDARD CHOPPING MILLS,
USING BEST FRENCH BURR MILL-STONES. SIMPLE, EFFICIENT, PRACTICAL. CAN BE RUN BY ANY INTELLIGENT MAN. NO RENEWING PLATES AS IN IRON MILLS. GRINDERS WILL LAST A LIFE TIME.
12 INCH CAPACITY
DRIVEN BY 2 H.P.
WATEROUS ENGINE WORKS CO., BRANTFORD CANADA.

Send for Price List and Circulars.

TWO-RUN MILL.



CHAMPION AS A TRACTION ENGINE.

PORTABLE

SAW MILLS,

GRIST MILLS,

CORN MEAL & BUCK-WHEAT MILLS,

SHINGLE MILLS,

OUR SPECIALTIES.

One-Run Two-Story Portable Mill.

SPECIAL NOTICE.

BOILERS FOR 1881.

To further improve our Champion Engine we have this year purchased iron for our boilers from the celebrated Krupp Iron Works of Essen, Rhenish Prussia, where some 12,000 men are employed. Mr. Fred. Krupp writes as follows:

"Referring to the 200 fire-box plates and 400 circular plates sent to Brantford, I have to inform you that the following tests have been made here with a number of said plates." Send for circular giving account of tests of plate

The Most Popular Engine in Canada. The Only Engine Safe from Fire and Explosion. 13 Insurance Companies License the Fire-Proof Champion. Call and See The Champion Tested—We Test One Every Day. Send for New Circular.

Waterous Engine Works Co., - - - - Brantford, Canada.

The Waterous Engine Works Co. is only one of the many firms that have used to advantage the advertising columns of The Farmer's Advocate continuously for nearly half a century

See opposite page for other old advertisers

"Persevere and Succeed"

The above motto was adopted by the late William Weld when he founded *The Farmer's Advocate and Home Magazine* in 1866

and hundreds of our original advertisers by following this motto have achieved eminent success

We have seen many business enterprises rise and fall during the past half century, but it is most noteworthy that the large number of manufacturers and business houses named on this page began many years ago (and are still going strong) by calling to their aid the advertising columns of The Farmer's Advocate, and have, during all these years, found their growth and prosperity through continuous use of this medium.

The forty-year old advertisement shown on the opposite page is a fair specimen of how these old-time advertisers sought to make their business grow.

It is not surprising, therefore, that the publication which fifty years and more ago enabled so many manufacturers and business houses to obtain a foothold in this country continues today to be their most popular adver tising medium.

NAMES of only a few of the firms that have advertised in *The Farmer's Advocate* almost continuously for a period varying from TWENTY to FIFTY years :—

Fifty years and over

Bell Organ & Piano Co., Guelph, Ont.
Bruce, John A. & Co., Hamilton, Ont.
Heintzman & Co., Toronto, Ont.
Rennie, Wm. Co., Toronto, Ont.
Watson, John, Mfg. Co., Ayr, Ont.

Forty years

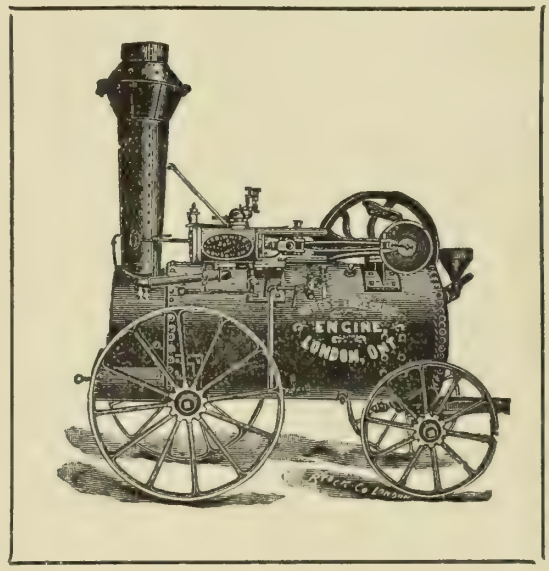
Bissell, T. E. Co., Elora, Ont.
Cockshutt Plow Co., Brantford, Ont.
De Laval Separator Co., New York.
Fairbanks & Co. (Can. Fairbanks-Morse Co.,) Montreal, Que.
Fleury's, J. Sons, Aurora, Ont.
Frost & Wood Co., Smith's Falls, Ont.
Harris & Co. (later Massey-Harris Co.) Toronto, Ont.
Keith, Geo. & Sons, Toronto, Ont.
Leonard, E. & Sons, London, Ont.
Ontario Pump Co. (later Ontario Wind Engine & Pump Co.), Toronto, Ont.
Sawyer, L. D. & Co. (later Sawyer-Massey Co., Ltd.), Hamilton, Ont.
Waterous Engine Works Co., Brantford, Ont.
Wells & Richardson Co., Burlington, Vt.
White, Geo. (later Geo. White & Sons Co., Ltd.), London, Ont.

Thirty years

Buchanan, M. T. Co., Ingersoll, Ont.
Clare Bros. Co., Preston, Ont.
Freeman, W. A. Co., Hamilton, Ont.
Lawrence-Williams Co., Cleveland, Ohio.
Moody, M. & Sons, Terrebonne, Que.
McClary Mfg. Co., London, Ont.
McLaughlin Carriage Co. (General Motors) Oshawa, Ont.
Smith, E. D., Winona, Ont.
Smart, Jas. Mfg. Co., Brockville, Ont.

Twenty years

Albert Soaps Montreal, Que.
Case, J. I. Threshing Machine Co., Racine, Wis.
Eaton, T. Co., Toronto, Ont.
Fleming Bros., Toronto, Ont.
Frost Wire Fence Co., Hamilton, Ont.
Lister, R. A. & Co., Toronto, Ont.
Metal Shingle & Siding Co., Preston, Ont.
Deering Harvester, McCormick Harvester } International Harvester Co.
McGregor Banwell Fence Co., Walkerville, Ont. (IdealFence Co.)
Pedlar People, Oshawa, Ont.
Spramotor Co., London, Ont.
Waterloo Mfg. Co., Waterloo, Ont.
Windsor Salt, Windsor, Ont.



This engine cut appeared in July 1881 issue of The Farmer's Advocate and Home Magazine, illustrating an advertisement for Geo. White (later Geo. White & Sons Co., Ltd.), London, Ont., a firm that has used the advertising columns of The Farmer's Advocate continuously for over 40 years and has become one of the largest manufacturers in Canada of Steam, Gas and Kerosene Tractors and Threshing Machinery.

For fuller information concerning this "Tried and True" publication with a record of of over half a century, address

THE WILLIAM WELD COMPANY, LIMITED

Publishers

THE FARMER'S ADVOCATE & HOME MAGAZINE

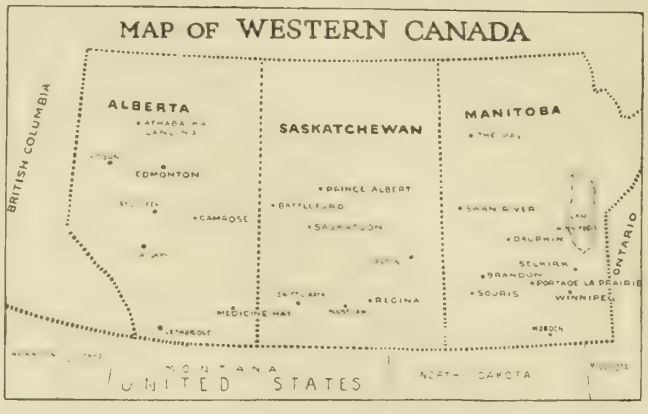
Member of A.B.C. since start

"The Paper with a Purpose"

Sell to Farmers of Western Canada

The "last. best west" one of the richest agricultural areas in the world. producing 260.000,000 bushels of wheat alone. offers a great trading opportunity to British and American firms.

Acres Under Cultivation
46,570,970



Total Farm Population
1,350,000

Trade Conditions

EIGHTY-FIVE per cent. of the goods sold in Western Canada are purchased by farmers. Farming is our paramount industry. The fertile prairie areas have produced a rural prosperity that enables agriculturalists to provide their homes with all of the comforts and many of the luxuries usually enjoyed only by city dwellers. Eighty-five per cent. of the automobiles in the provinces of Manitoba, Saskatchewan and Alberta are owned by farmers; the best farm homes have electric lighting plants.

This individual prosperity is made possible by the nature of the soil and the methods of cultivation. The production per man is higher in Western Canada than in any other agricultural area—the buying power per household is consequently greater. This factor has an important bearing on trade estimates which should be made higher for this territory. Agricultural production is a better index of the possibilities of trade than population figures.

Goods Required

THE average number of persons per family is five. These five persons on each farm are an average buying unit requiring all kinds of foods, manufactured food products, soaps, dentifrice, health and household supplies; furnaces, stoves, labor-saving machinery and devices; furniture, books, musical instruments, games and means of amusement and recreation.

They are also purchasing agents for an industry comprising, on an average, 320 acres of land, buildings and equipment. For the proper cultivation of the farm and the maintenance of equipment, they require—tractors, motor trucks, automobiles, gasoline engines, lighting plants, milking machines, building materials, builder's hardware, woodworking and metal-working tools, modern farm machinery, barn equipment, veterinary supplies, harness, etc.

Marketing Facilities

WESTERN Canadian farmers are accustomed to buying advertised goods—particularly goods advertised in the big farm papers like The Nor'-West Farmer which reaches more than one-third of all the English-speaking farm homes in the three prairie provinces.

Farmers who read are obviously the best farmers. It is possible, therefore, to impress the prosperous well-to-do agriculturists of the west with the value of your product through a paper of forty years standing that is, by the extent of its reader and advertising patronage, acknowledged the largest and best farm journal in the territory.

Strategically situated distributing centres, indicated on the above map, are situated on well equipped railroads reaching all settled areas. At the larger of these points branches are maintained by the leading manufacturers. Demand for their products is created by farm paper advertising. Western Canada is a concentrated market that can be developed at a minimum of unit expense.

Valuable data on many lines of goods and general statistics will be promptly supplied any firm wishing to investigate this territory.

Circulation Over 77,000

Ask Any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

Member A.B.C.

WINNIPEG, CANADA

Toronto
J. B. RATHBONE
95 King St. East

Montreal
J. B. RATHBONE
Transportation Bldg.

Eastern United States Office
WALLACE C. RICHARDSON, Inc.
95 Madison Ave., New York, N.Y.

ESTABLISHING NATION-WIDE SALES

Importance of distributer's good-will, and of publications of national circulation and influence in Canada. Facts about the market, showing economy and efficiency of Canada's national periodicals.

By M. J. Hutchinson

A MANUFACTURER outside of Canada having his attention directed to this country would presumably ask himself two questions, first "Is there a market in Canada for my product?" and second, "Can it be profitably developed, and how?".

It will not be my purpose to attempt to answer the first question, as that will no doubt be more efficiently done by others competent to deal with it, but rather to give some information as to the advertising mediums which may be employed in establishing a profitable volume of sales for a product of merit, on a nation-wide basis.

Establishing national distribution and securing profitable sales volume in Canada is a complex problem; attractive because of the unusually large unit of purchasing power of the average Canadian family, and difficult because of the immense territory over which its 9,000,000 people are spread. The certainty, however, of Canada's growth in population in the immediate future and the tremendous potential market which this increased population and assured prosperity will give, justifies close consideration and intensive study of the possibilities for Canadian business.

Importance of Dealer Good-will

In establishing a new product in this country, there are certain obviously necessary preliminaries. The selection of an efficient, aggressive, reliable and well-informed local representative is usually found desirable. Following this would come the equally important factor to success, the thorough cultivation of the recognized distributive agencies, the wholesaler and the retail dealer (provided, of course, the product is one which is sold through retail channels).

Fortunately, in this process the exporter to Canada can make use of a highly developed and increasingly efficient trade press. Trade or business newspapers in Canada cover in a most thorough manner all the various fields of merchandizing. For example, the 7,800 grocers with satisfactory credit ratings in Canada are served by two exclusive grocery publications of national circulation, a weekly and a monthly, while there are others devoting themselves either exclusively or partially to this field and circulating in various sections of the country. In the hardware field with about 4,000 retail stores there is a nationally circulated weekly hardware newspaper which has exerted a tremendous influence upon this field, has been largely responsible for improved selling methods and has demonstrated in many ways its value as a merchandizing factor. In the dry goods, drug, furniture, jewelry, musical instruments, shoe and general store fields, there are other strong business newspapers which can and should be used by manufacturers seeking to establish for their products prestige and sales in these respective branches of trade in Canada.

Not the least important feature of the service which these business newspapers are able to render is the advice which their editors, through their close contact with readers, are able to offer a manufacturer in respect to the market for his product, and the best means of securing his share of the market. Instances could be cited of business newspapers which, through their surveys of different fields have shown manufacturers new and better uses for their own products, have widened the channels of distribution through their knowledge of actual trade conditions, and have secured continuous year-around sale for articles which the manufacturers themselves had only looked upon as seasonable products.

These functions of business newspapers are mentioned to show the advertiser coming into Canada that it would be folly for him to attempt to secure distribution and to expect to develop sales in profitable volume, without in the first place convincing the dealer of the merit of his article, and of cultivating an interest by showing its profit possibilities to the agency through which all ultimate sales must be made, namely, the retail merchant.

In this connection, reference should be made to the existence in Canada of over 2,000,000 French speaking people and to the necessity for the use not only of business newspapers serving the English speaking fields, but also those printed in French and efficiently supplying the need of the French speaking dealers.

The Place Of National Magazines

The problem of securing distribution in a national way involves of course other considerations than that of a direct appeal to the dealer. The dealer is disposed to buy what he feels he can reasonably expect to sell in volume, at a fair profit and with satisfaction to his customer. This latter is an important factor and one which manufacturers unfortunately do not always appear fully to appreciate. The reputable dealer expects to live and to do business with his customers in the future, and he knows that his success depends entirely upon the value and service which he is able to render. He is, therefore, likely to be suspicious of an advertising campaign which seems to him to be designed to force him to stock an article with the promise of splashy local advertising for a product of whose merit he has not been able personally to satisfy himself.

Rather it would seem that the best practice from the standpoint of the manufacturer who is seeking to build up a permanent and increasing demand for his product would be for him to use, in conjunction with his dealer advertising, adequate space in periodicals of national circulation, which by their own quality appearance and high standard lend

themselves readily to the advertising of a product itself possessing these characteristics.

The use of advertising in national magazines at once gives the impression to the reader that the advertiser is doing business on a national scale. This cannot help but increase respect for the article advertised. Local and spasmodic campaigns on the other hand are likely in the case of a product hitherto unknown to give the impression of non-permanence, and do not possess the confidence-inspiring appeal which is an inevitable result of persistent advertising in national magazines.

Experienced advertisers in this country agree that national magazines give to advertised articles a national standing, a prestige and a quality reputation that no other kind of advertising has ever been able to give.

Canada is peculiarly a magazine country so far as consumer advertising is concerned. There are very few large centres of population in this country, which is essentially a country of small communities. The mass appeal, therefore, which is possible in countries with highly concentrated population centres is practically negligible in Canada.

In each of these small communities throughout Canada, from the smallest village upward, there is a certain dominating business and social element. It is composed of the families of merchants, manufacturers, bankers, professional men and executives generally, whose purchasing power is above the average, and whose example in their respective communities carries unusual influence. These "leadership" families in large measure influence the buying preferences in their community and it is this element that the manufacturer will most likely find responsive to his advertising appeal.

The national magazines of Canada have a circulation per issue of over 620,000 copies, which on the basis of an estimated population of 9,000,000 gives a coverage of one home in three right across Canada, and these homes, those of the well-to-do, influential people and of the discriminating buyers.

Big Market Among Canadian Farmers

With a population 55% rural, it will of course be apparent that any sales or advertising effort which eliminates consideration of this section of the Canadian people will be sadly lacking in effectiveness and value.

Agricultural newspapers offer the advertiser a means of reaching this 55% of Canadian population in an unusually thorough manner. There is available to the manufacturer of a product marketable to Canadian farmers a combined circulation of agricultural newspapers of 985,000 copies per issue. On the basis of the last census which shows practically 800,000 farm homes, it will be seen that the farm newspapers of Canada afford access to these farm families to a satisfying degree.

There has been attracted to the farms of this country a splendid type of man and womanhood. The possibility of unusual returns from the investment of money and labor in rural Canada adds interest to farm life, while in the well settled portions, farmers now enjoy practically all of the modern advantages of city life. Water in the homes, telephone, electric light and power, and other conveniences all indicate the progressive type of Canadian farmers and suggest sales possibilities for articles not usually associated with the popular conception of rural tastes.

With the restrictions now being placed upon classes of immigration and the greater emphasis attached to the value of new settlers who are experienced farmers and who possess sufficient capital to ensure their success on Canadian farms, the importance of this section of Canada's market for manufactured products will be obvious.

A Strong Religious Press

The religious press in Canada presents an opportunity for the manufacturer to introduce his product into the homes of the interested members and supporters of the leading religious denominations in this country. All the recognized religious bodies are represented by weekly publications with an average circulation of nearly 200,000 copies per issue. These religious newspapers with the prestige of their respective church affiliations, exert an unusual influence upon their readers, and advertising which appears in them and over which strict censorship is exercised, has demonstrated its peculiar value in the case of many advertisers, who are regular users of this form of national publicity.

Opportunity For Technical Advertisers.

Dealing with nationally circulated newspapers and periodicals, reference should be made to the technical newspapers of Canada. While they naturally interest a smaller number of manufacturers than those whose product is sold through the regular retail channels of distribution, these technical newspapers must be considered by such manufacturers as are interested in the technical and manufacturing field in Canada.

As to the market in this country for technical products, it is perhaps one of the most promising fields which the British or foreign manufacturer can find. The tremendous wealth of natural resources which Canada possesses is attracting the attention of scientists aud capitalists the world over. The recent opening of the first unit in the largest hydro electric power development in the world gives some indication of the progress being made in Canadian industry, while the fact that this country now has the world's premier gold mine from the standpoint of production, indicates possibilities in this direction pregnant with significance for technical advertisers.

National Prestige Through The Use Of National Media.

Manufacturers seeking a market in Canada will, it is hoped, find some helpful suggestions in the facts emphasizing the national influence of the various classes of publications referred to.

Many firms with highly successful records in Canada have built up their business here by their recognition of the efficacy of nationally circulated newspapers and magazines. By their exclusive use of these media they have created nation-wide popularity for their products, have established dealer-confidence and goodwill and secured the prestige which can only come through broad-gauge methods of advertising and selling.

\+ \+ \+

According to the estimate of the Dominion Bureau of Statistics, the average value per acre of occupied farm land is Canada is $52.

\+ \+ \+

Several American makers of musical instruments have made arrangements to manufacture in Canada.

\+ \+ \+

Ontario produces $3,000,000 worth of honey from 300,000 colonies of bees. Winter and summer courses in bee-keeping are given at the Agricultural College.

In Calgary there are 140 Persons to Each Acre of Park

PEOPLE "down East" find it hard to realize that a city as young as Calgary, situated in the centre of vast prairies, possesses all the ear-marks of the great cities of the continent. Few cities of its size in the world can boast such fine buildings or such spacious and beautiful parks.

"Central Park", illustrated above, is one of ten public parks, covering close to 600 acres, and valued at well over two million dollars. There are, in addition, 30 children's playgrounds, numerous baseball, football and cricket fields, and 52 miles of boulevards.

Calgary is a thoroughly modern city. The habits and needs of its inhabitants are identical with those of Eastern centres. They can be appealed to—as elsewhere—through newspaper advertising. *The Herald*, Alberta's greatest paper, has the largest evening newspaper circulation between Winnipeg and the Coast.

Herald Representatives

Representatives for Eastern Canada:
TORONTO
Edgar J. Guy, Royal Bank Building
MONTREAL
E. L. McArthur, 232 St. James Street

Representative for Pacific Coast:
VANCOUVER, B.C.
Frank E. Payson, 528 Winch Bldg.

Representatives for the United States:
CHICAGO
Henry de Clerque, Inc., 800 Mallers Bldg.
NEW YORK
Henry de Clerque, Inc., 17 West 42nd St.

Representative for the British Isles:
LONDON
F. A. Smyth, 29 Ludgate Hill, E.C.

Calgary Herald Ltd., Calgary, Alberta

In Calgary *The* Herald

Gets First Attention

ANNOUNCING

FRANK THOMPSON

as a NEW EXECUTIVE
OF OUR AGENCY

who is well known to Canadian advertisers through his many years' connection with the Canadian Street Car Advertising Company, Limited.

Previously, Mr. Thompson was engaged in farm paper and newspaper work in Montreal, Winnipeg and Ottawa.

Mr. Thompson is an acquisition to the field of advertising agency work, and we are glad to have him in our midst.

CANADIAN ADVERTISING
Agency Limited
UNITY BUILDING
MONTREAL

PLAN DISTRIBUTION BEFORE PRODUCTION

After spending a year thoroughly investigating the market for clocks, John Smith began production. Knowing his market intimately he was able to avoid costly mistakes, and by scientific distribution he kept his plant going to capacity. The third article in the series

Written for MARKETING by GEORGE FRENCH

SUPPOSE that John Smith has acquired a patent for a new kind of clock, one that is claimed to be nearly automatic in operation, simple in construction, inexpensive to make, and capable of keeping accurate time. The patent provides for a new principle of motive power so that most of the excellencies of the pendulum clocks are utilized with a minimum of the objections inherent in the spring-motored clocks. This new clock will run a month without attention. The bearings require very little and infrequent oiling.

I am not required to specify the qualities of this clock. It is enough to say that they appealed to Smith, and that he purchased the patent with a view to manufacture and distribute the clock, hoping thereby to make some money. When he began to look into the matter of selling the clock he considered that his major problem was to manufacture. But he soon began to figure his prospective profits, and during this process he realized that profits depended upon sales. What sales depended upon he did not clearly know. He bought the patent with the idea that the manifest excellencies of the clock would sell it.

FIRST FIND A MARKET

Smith was not one of these men who are willing to go ahead on their own knowledge, or ideas. He consulted a man whom he knew to be a good merchandising expert. This man unfolded to him the modern theories of selling, and showed him that as yet he had no assured prospect of selling a single clock; that however good his clock might be there was as yet no knowledge of it in the minds of the people who must be relied upon to buy it, and therefore no market for it. He convinced Smith that his problem was to first find a market for the clock and then arrange to make it in quantities. His whole manufacturing problem for the time being was to produce a small number of the clocks for demonstration purposes and to prepare to fill small and infrequent orders.

Smith therefore began to study the problem of distribution. This meant, in his case, the problem of advertising, rightly apprehended. He had to get the idea of a better clock into the minds of those people who thought enough of having accurate and dependable time-pieces to induce them to consider another clock, as a substitute for their time-telling equipment; and of a clock into the minds of those people who might utilize more time-telling instruments than they were using. Also he had to get in close touch with retailers through whom he might hope to get some of the renewal and new trade in clocks.

His great problem was to develop new uses for clocks. In a general sense, he felt obliged to assume that the market for clocks was at the saturation point—that clock production was at present in advance of anything like a normal demand for clocks. The supply in the market, awaiting distribution, was, he ascertained, greater than the exigences of selling required. Retailers were carrying stocks fully as large as prudence allowed. Jobbers were over-stocked with many kinds, and were not in a mood favorable to handling another new variety, much less giving it anything like a vigorous promotion service. Manufacturers were turning out new stock faster than it could be placed with consumers, and had warehouses choked with clocks, many of which were already *passe* as to style of cases and works and would before long augment loss items on inventories.

UNCOVERING A NEW MARKET

On the whole, had not Smith consulted the merchandising expert he would have deferred all manufacturing plans until such time as the market would be cleared of the surplusage of clocks; and he did not see how that time was to be brought much nearer, unless a radically different policy was to be adopted by manufacturers.

Accepting the condition of the market, and the disposition of people to buy clocks, as elements in his problem to be dealt with, Smith proceeded to plan to uncover a new market for clocks as his first move toward distribution of his new clock. He thought henceforth in terms of distribution, rather than of production. He had discovered that it was not difficult to acquire a suitable factory and to man it with mechanics, foremen, superintendent, etc., able efficiently to operate it. He knew that whenever he was ready to distribute them he could pour out clocks in any quantity from his factory.

First he made a careful study of the history of clocks, from the time when primitive man told time by the position of a shadow of a rock, or some other object near his home, along through the many devices up to the modern clock and watch. He read all available books on horology, and endeavored to realize the principles of progress in time-telling which appeared to have governed the progressive development of clock-making, ignoring at a certain point the coincident but different development of watch making.

A UNIVERSAL NEED

Smith soon realized that the need of time-tellers is universal, and an individual need. That which he discovered was that time-tellers were not thoroughly distributed. That is, he believed that the market was far from the saturation point if the real utility of clocks was to be taken fully into the account. As between clocks and watches, he thought that the former were not getting their share of consideration. Watches have been distributed as ornaments rather than exclusively as time-keepers; but nevertheless the great body of men look to their watches as time-keepers. If they wish to know the time they look at their watches, whether they

National Advertising Preference

High-Grade Products and Other Services

advertised in

The Ottawa Journal

exclusively

AUTOMOBILES
BATTERIES
BEAVER BOARD
BEVERAGES
BRUSHES
COCOA AND CHOCOLATE,
CORSETS
DRESS PATTERNS
ELECTRICAL APPLIANCES
FRENCH IVORY
FURNITURE
FLATWARE
HOUSEHOLD PREPARATIONS
INVALID TONICS
MEN'S CLOTHING
MOTOR BUSSES
OIL CLOTH
PAINTS AND VARNISHES
PENCILS
PERFUMES
PHONOGRAPH RECORDS,
PUMPS
REFRIGERATORS
SHOCK ABSORBERS
SILKS
SPRINGS AND MATTRESSES
TIRES
TOILET PREPARATIONS
UNDERWEAR AND HOSIERY

With the exclusive advertising of a large number of Insurance Companies, Financial Institutions, Banks and many leading schools and Colleges.

IN these days of curtailed advertising appropriations, the choice of a single paper often has to be made in two-paper cities.

In Ottawa, the overwhelming preference shown for THE JOURNAL by so many of our largest National Advertisers is surely significant.

At the first of January last, there were 56 Manufacturers of the highest-grade products using the OTTAWA JOURNAL *exclusively.*

A perusal of the list included here shows at a glance the quality of the goods advertised and the exclusive JOURNAL selection emphasises the productive clientele reached through the medium of its columns.

Foreign Advertising Lineage in THE JOURNAL during 1921 exceeded that of its competitor by more than half-a-million lines.

In the local field, the excess lineage of 242,562 lines is emphatically pronounced, and the preference shown by leading Ottawa merchants in exclusive JOURNAL advertising is just as noteworthy.

JOURNAL PRESTIGE lends added weight to the advertising message.

The Ottawa Journal Dailies

The Ottawa Morning Journal (Members A.B.C.) **The Ottawa Evening Journal**

Average Net Paid Circulation for 4 months ending Jan. 31st, 1922 **27,717**

MORNING - 5,274
EVENING - 22,443

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

happen to be in the presence of clocks or not.

Smith found that he was gradually uncovering new fields of use for clocks. With the idea always in his mind he often found himself in positions where clocks in view would, he thought, be useful. For example, not to undertake to follow the slow and painful processes through his experience and observation that led him to his conclusions, he conceived that clocks in railway and street cars would be of great use and convenience; and in all hotel rooms, in every office in office buildings, on or very near street signs, at the intersection of country roads, on ferry-boats and all steam craft, in all staterooms on ocean liners and river and lake passenger boats, at strategic points where streams of people flow at fixed hours, etc.

The Fly in the Ointment

The more Smith thought of this matter the greater seemed to him this unrevealed market for clocks. But it was unrevealed. That was the fly in his ointment. His mind had been filled with the idea that if he established a factory and sent out clever salesmen his new clock would sell. He had not imagined that there was such a condition as a saturated market, for anything whatever, much less for his wonderful clock. Now he not only realized that the present market was indeed quite saturated, but that there was no prospect of getting people to scrap their clocks, however bad, in order to buy others and so keep his factory going.

So he visioned his problem to be, first, to uncover an entirely new market for better clocks, but essentially for clocks as clocks, instruments to tell time. The spread of watches, he realized, had been effected partly to satisfy the need to know time at all periods of the day, which had become a universal demand, and partly through thinking of watches as ornaments. His market, even if he could eventually get into some sections of it, was to be fought for. It would be a long time before he could hope to develop the wider use of clocks he had visioned. He saw that he had got to do two things—develop this possible wider use for clocks, and get the idea of his improved clock into the minds of people.

An Inadequate Survey

Smith knew also that his mental survey of his potential field was inadequate, and might be extremely misleading. He knew that it is impossible to estimate the needs or forecast the action of people subjectively. The reactions of people are discovered only by close observation of the people in their normal lives. He believed that his first move must be to get at first hand touch with representative groups of individuals and discover how they would react to a proposition to offer them his clock, that guaranteed its owner the correct time all the time.

He knew that within his own circle of experience there was not a family that was not cherishing a feeling of resentment against its clocks, often based upon carelessness on its own part. Clocks did not give satisfaction for two reasons, he believed—either they were not properly cared for, wound, regulated and cleaned, or they were cheap and fundamentally incapable of keeping time. He knew too that even a very cheap clock will keep pretty good time if it is taken care of and regulated. His new clock had therefore to assure its owner of reliable time and exempt him from practically all effort to care for it.

Clock Troubles Chronic

What he was in doubt about was whether people would take the necessary step to free themselves from the faults of their clocks as they managed them; whether their clock troubles had not in fact been absorbed into their regimen of living so completely as to have at last obliterated all wish for better conditions. If they had in fact become so resigned to poor clocks as to have arrived at a hopeless state of mind regarding them, it would be difficult to inspire them with hope for relief, for better things, and their attention to the new clock would be hard to win.

Of course, Smith did not lose sight of the fact that the demand for new clocks was steady and large, through the establishment of new households and the inevitable process of wear and destruction. This was the third element in his promotion problem.

Smith first made a small quantity of his clocks, after having subjected it to all the tests he could learn of, and submitting it to horologists to be tested. He had had this process going on for more than a year, and he had got very good reports from those who had tested the clock. These reports had been incorporated into a series of lessons for salesmen, and he proceeded to engage a number of men and women to put into the field; not primarily to sell clocks but to get in intimate touch with as many people as possible to discover how they felt about a proposition to equip them with reliable time-keepers.

Trained Investigators

These people were thoroughly trained and sent into the field. Smith did not think it wise to tell them that they were simply investigators, but did make it a part of their duty to talk with people about clocks and record what everyone said on that point. He allowed them a certain rate for these replies to their questionings, and though he did not insist that a fixed questionaire should be used he indicated the general scope of the probing queries, and furnished a blank to be filled in for each interview.

These salesmen were instructed as to the classes of people they were to approach. Their deliveries were to be made through local dealers, and those dealers were to be consulted as soon as the salesman reached a town, and their reactions were carefully to be recorded. A sample clock was sent to each dealer in the territory to be worked some weeks in advance of the arrival of the canvasser, and his interest sought through thorough explanations of the clock, and by means of the use with him of a series of four letters very carefully written.

Smith planned to continue this preliminary investigation work for a year, covering sample sections in every part of the country, and send-

THIS is the third article in the series prepared especially for "Marketing" by George French, the well-known writer on business subjects. He emphasizes the present-day need of considering every function of business—including even those of production — from the stand-point of the ultimate market for the goods produced.

In his next article, to appear next month, Mr. French shows that there is an economical limit of production beyond which the percentage of profit is steadily lowered and consumer-cost raised.

There is Pay-Ore Here for Advertisers

Business-men who know, state that conditions in British Columbia are exceptionally good just now when compared to many of the other Provinces. The surface conditions like an outcropping of ore, often indicate a good place to dig. And, if the Advertiser will dig in British Columbia at the present time, he is certain to strike a big body of Pay-ore.

B.C.'s Wealth in 1921 :—

AGRICULTURE..	$ 75,000,000
Livestock..	8,000,000
Dairy Products.	4,250,000
Apples, Peaches... ..	10,000,000
Small Fruits..	1,325,000
Hay, Wheat, Potatoes, etc	51,425,000
GOLD..	3,155,140
SILVER..	1,611,152
COPPER..	4,127,312
LEAD..	1,754,400
ZINC..	1,723,009
COAL..	11,432,644
LUMBER (estimated)..	68,432,077
PULP AND PAPER...	8,500,000
SALMON (Fisheries Returns Incomplete)..	5,500,000
HALIBUT..	4,000,000
B.C. BANK CLEARINGS . .	**$1,000,000,000**
Manufactured Products . .	**225,000,000**

THE VANCOUVER DAILY WORLD—essentially a Home Paper—reaches over 100,000 good prospects. Complete information upon request.

Vancouver Daily World

FOR INFORMATION

Eastern Agent

J. B. Rathbone

95 King East, TORONTO. 317 Transportation Bldg., MONTREAL.

And Recognized Agencies

ing one group of salesmen and women abroad to work in selected regions of England, France, Germany and some selected cities in other countries. These people in the field were instructed to report weekly, and were required to devote Saturdays to making up their reports and to recreation and rest. As this preliminary year was also to be utilized for building up an efficient sales staff, Smith planned the work in the field to reveal capacities and character of the people he sent into the field, and he arranged their reports so that they would give him some bases for estimating the qualities and personality of the writers as well as to give information about the field.

Analyzing the Reports

Smith devoted much of his time to analyzing these reports. He found that fully half of the people he sent into the field failed to give facts that were useful, and he had all the time to be changing his people. He never recalled a man from the field specifically because he had proved incompetent. If he was not making good with his information blanks he was called in and Smith talked with him until he discovered the tendency of his mind and gauged his comprehension of the problem of the clock. Indirectly he filled the man's mind with the idea of the clock, and sent him back to the field. This process was repeated if necessary, and if on the third trial the man still seemed unable to absorb the theory of the clock and of his duties, he was let out.

The substance of all reports received was tabulated; the number of people seen, their sex, their station in life, their relative financial condition; and their replies were assorted and very carefully assembled into general classes. The idea was to be able, at the end of the year's work, to compare the total of the people seen with the total population of the town or district, and compare the number seen in each class with the total in that class, etc. Then there would be taken from the whole those who distinctly required better time-keeping facilities, and why they require it. And so analyzing and comparing there would at last emerge from the mass of figures a residuum of fact that would give a definite basis upon which to work out a selling campaign.

After Distribution Production

In other words, Smith would know how he could arrange his distribution plan. He would know, first, if he could sell his clock, and second, to whom and where, and relatively on what terms. He would have ascertained to what extent he could rely upon the co-operation of retailers. He would have some definite facts and figures to discuss with jobbers and wholesalers. He would have data that would guide him in attempts to sell his clocks in the new fields he had visioned.

Having all this data in hand, and having digested it, he had some basis for making manufacturing plans. It is likely that he would find that he must make changes in his clock cases, or arrange for other price grades. He might have to abandon some of his program. Inevitably the work of his men in the field, if it had been good work, would cause him to make many changes in his original plans. The consoling thing about this would be that he could make the changes before he plunged deeply into his business rather than after years of vain struggling against adverse conditions.

We have here surveyed but the main points in the work of getting ready to market a new product. Besides what has been specified Smith would have been busy in many other directions. He has been selecting his executives, and organizing his office force. He has been testing his factory superintendent and through him the foremen and workmen. He has tested his special machinery. He has studied the problems of packing, shipping, freights, express charges and rules and customs, the advisability of using the parcel post, etc. He has been gradually developing an advertising policy, and he has all the time had in training his advertising manager, who has spent much time in the field and accumulating data about advertising mediums and methods. He has done all this preliminary arranging while there was no great volume of production or distribution claiming his attention.

* * *

FACTS TO FIGURE ON

The foreign trade of Canada has multiplied sixteen times between 1879 and 1920. In the former year the total trade of Canada was $119,000,000; in 1920 it amounted to $2,351,000,000.

* * *

The agricultural production increased from $364,000,000 in 1900 to $1,946,000,000 in 1920.

* * *

Forest products increased from $39,000,000 to $140,000,000 in twenty years.

* * *

Canada has the largest and richest nickel mines in the world.

* * *

At Stellarton, Nova Scotia, there is a coal seam 47 feet thick.

* * *

Canada has between 200 and 300 million acres covered by timber of commercial size. Large areas are set apart as forest reserves.

Canada's sea fisheries are the most prolific and extensive of any.

* * *

Since 1900 the wealth and consuming power of Canada has increased over fifty per cent. Within the same period the country's export trade has increased over eight hundred per cent.

* * *

Quebec Province supplies over 80 per cent. of the world's production of asbestos.

* * *

The product of Ontario's motor car factories is estimated at 9,000 a day.

* * *

There is only one plant manufacturing brass in Canada. In 1919 imports amounted to $5,231,230.

* * *

The war led to the development of the linen industry in Canada. Fine linens made from home-grown flax are being manufactured with growing success.

The present manufacture of china and earthenware in Canada is inconsiderable, but suitable deposits of clay are found in Quebec province, Northern Ontario and Saskatchewan.

* * *

Canada has 1000 creameries and 500 factories where both butter and cheese are made .

* * *

95 per cent of the boots and shoes worn in Canada are manufactured in the country.

* * *

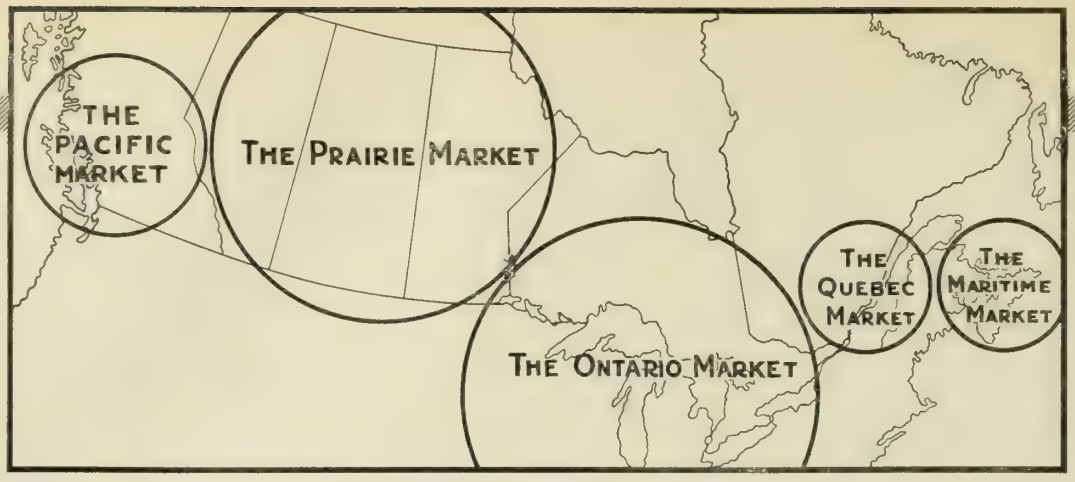
90 per cent of Canada's available water power is running to waste. Of the total water power now in use, 78 per cent is publicly controlled.

* * *

The growing of beets for sugar has proved a commercial success in Ontario.

* * *

In 1919 Canada imported drugs, dyes, and chemicals worth $32,788,704.



Daily Newspapers—The Master Key to the Canadian Market

THE MAP of Canada often appals manufacturers who seek an outlet for their goods in this country. Canada's immense distances appear—at first glance—to present a geographic handicap not easily surmounted.

Canada's population, however, inhabits only about one-ninth of the total area. The great majority is concentrated with certain well defined exceptions along a narrow belt, three thousand miles long, stretching from Atlantic to Pacific across the lower part of the Dominion.

Nature Divides Canada into Five Great Zones

THE problem of marketing along this belt has further been simplified by the processes of Nature, which centuries ago divided Canada into five great zones, depicted on the map above.

Climatic, occupational and lingual differences which exist in these zones have caused distribution in Canada to develop regionally, with the result that large wholesale centres are dotted across the continent, each serving main territories containing lesser retail centres. Extremely intensive selling can thus be carried on, with much better effect than if the country were a homogeneous whole.

The differences in climate, occupations, etc., which necessitate "zoned" selling activities, also affect national advertising in Canada. Such marked geographic divisions have prevented the development of great national mediums such as exist in many other countries. In Canada the daily newspapers are in an overwhelmingly dominating position.

Standing of Canada's Daily Newspapers Unequalled in any other Country

BOTH from the standpoint of circulation and prestige Canada's newspapers have achieved a standing that is not equalled in any other country in the world.

Daily newspaper advertising is particularly adapted to a country where extreme flexibility is demanded by natural conditions. Copy suited to one zone at a certain season would be distinctly incongruous in another.

Hence, national advertisers have come to place chief reliance upon daily newspapers, varying their copy to suit the occupational, climatic and other peculiarities which distinguish Canada's five great zones.

That practically the entire population, excepting only in the sparsely settled agricultural districts, can be reached through daily newspapers is thoroughly demonstrated by the following figures:

THE ONTARIO MARKET		THE QUEBEC MARKET	
Total population	2,929,054	Total population	2,349,067
No. of families	610,219	No. of families	443,220
Daily Newspaper circulation	732.843	Daily Newspaper circulation	468,632
THE PRAIRIE MARKET		**THE MARITIME MARKET**	
Total population	1,842,838	Total population	937,955
No. of families	438,771	No. of families	187,591
Daily Newspaper circulation	265,433	Daily Newspaper circulation	164,715

THE PACIFIC MARKET

Total population	523,369
No. of families	98,749
Daily Newspaper circulation	140,852

CANADA

Total Families	1,778,550
Daily Newspaper Circulation	1,772,475

THESE figures show conclusively that daily newspapers in Canada furnish the master key to the Canadian market. The public reacts most promptly when influenced by a medium of its own shaping and selection, and Canada has always chosen the daily newspapers of its own land, trusting their sincerity, appreciating and boasting of their virility, recognizing their constant influence upon the politics, morals, tastes and habits of the nation.

The Daily Press a Great National Institution in Canada

BECAUSE it is a national institution the daily press of Canada is best able to co-operate with manufacturers who seek to enter the Canadian market. The Canadian Daily Newspapers Association is the national clearing-house for information. It is in constant touch with its member papers throughout the Dominion, and is in a position to furnish authoritative, accurate, valuable data to anyone interested in entering the Canadian market. Enquiries are heartily invited.

Canadian Daily Newspapers Association

902 Excelsior Life Building, Toronto

EDITORIAL COMMENT

Canada's Attractions for Manufacturers

THE Canadian market not only presents great attractions that appeal alike to the manufacturers of the United States and Great Britain, but it has advantages that are peculiar to each. Amongst the general inducements that have led manufacturers from both these countries to locate branch factories in Canada is the common language and race psychology. There is also the fact that Canada's buying power has not been seriously impaired by the war, and this, together with the consideration that Canadians are good, if careful, spenders, explains why the market in the Dominion becomes more attractive yearly.

Right now there are tempting openings for manufacturing plants in many lines. Before very long, those manufacturers who have taken advantage of the rapidly developing Canadian home market by consolidating themselves as Canadian manufacturers will be reaping a reward of their enterprise much in excess of their present gains. Canada has not yet hit her national stride industrially. When she does so, her matchless resources will make her the greatest manufacturing nation upon earth. The next decade will be marked by a tremendous influx of immigrants into Canada from the United States and Great Britain and it is reasonably certain that the increase in population will be considerably greater, proportionately, than in any other country. Each year is bound to see a new market added to that already in existence.

That Canada presents an attractive field for the United States is proved by the large number—over seven hundred—of branch factories from that country that have been established here. Many of these subsidiary plants have assumed very large proportions, in some instances almost rivalling the parent concern. Not only is the proximity of the Canadian market an attraction to the United States manufacturer in itself, but it has created a similarity in tastes and customs that makes trading between the two countries peculiarly easy. Goods manufactured in the United States for home consumption are invariably saleable in Canada with but the slightest, if any, modifications. A manufacturer wishing to locate in Canada loses no time in learning the quirks and peculiarities of a "foreign" market, and he will find no more trouble in accomplishing his desire than if he decided to duplicate his eastern plant in one of the western states. He might conceivably find less.

For the manufacturer in Great Britain, Canada presents the tremendous asset of a strong sentimental regard for the Old Country on the part of the vast majority of her inhabitants. This sentiment can be exploited to counteract the handicap of distance. From the crowded decks of many an immigrant steamer warping into the pier at a Canadian port has gone up a cheer at sight of the well-known poster advertising "Moonbeam Soap" or "Yachtsman's Tea." In spite of the growing devotion to the country of his adoption, the immigrant to Canada's shores never loses his attachment to the old land, and the manufacturer who follows him overseas can always rely upon judicious use of this sentiment which persists even to the third and fourth generation.

It is necessary to state however, that both for British and United States manufacturers locating branch factories in Canada, it is not sufficient to assume that their products will be automatically absorbed. It is a market that calls for no less aggressive salesmanship than any other, and those firms from other lands which have achieved the greatest success have not relied on natural conditions, but have been amongst the most enterprising of advertisers. The manufacturer who seeks to introduce into Canada a worthy article, "Made in Canada," and who endeavors to do this through the channels of sincere service and judicious and adequate advertising, will have no reason to regret his experiment.

* * *

Canada a Highly Organized Market

"UNDEVELOPED resources" as applied to Canada is a phrase that is frequently misinterpreted by those who have no personal acquaintance with the country. Rather, it is an expression into which too much has been read. It has been taken for granted that it describes a land in a backward and undeveloped condition generally. Popular fiction has emphasized this misconception by its pictures of prairie and bush sparsely populated by pioneers with matted beards shooting and hewing their way into the primeval wilderness.

While the word "undeveloped" is correctly applied to Canada's material possessions, it is not in any sense descriptive of the social and industrial life of the country. In spite of its wide-spread and often thinly populated areas, Canada is organized for commerce to a degree not approached by many older civilized lands. Transportation facilities are unsurpassed with three transcontinental lines of railway stretching from the Atlantic to the Pacific, in addition to innumerable shorter rail routes. Full use of water routes by lake and river is made, and in all directions greater and greater development of excellent cement motor roads is being carried out. The harnessing of water power to create electric energy is being rapidly extended and to a degree not attempted anywhere else. Canadian manufacturers have attained to a very high standard that is jealously maintained, and her shops and stores are typical of the best. The largest departmental store in the British Empire is located at Toronto, and its management is admittedly unsurpassed on the continent.

The art of salesmanship and its allied profession of advertising in Canada are of the highest. Whether his bias as an advertiser be towards daily newspapers, weekly newspapers, national magazines, religious press, trade and technical journals, posters, or street car advertising, the merchant or manufacturer who contemplates locating in Canada will find any or all of these media to be highly-organized sales helps. Commercially speaking, the regime of the "wild and woolly" no longer exists in Canada. In native parlance, Canada is a fully developed "live wire."

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Segregating The Mailing Lists

The wastefulness of the general mailing list is avoided by a firm which has compiled various special lists, each handled in a radically different way. For example, there are some 2500 dealers actively selling the firm's product and who are addressed occasionally but always with some proposition that has a point to it. Another dealer list is made up of those who do not yet handle the firm's product but who are good prospects. Only names that are recommended by the salesmen are added to this second list, for it has been found advisable to have the salesman's knowledge and co-operation in order to compile the right kind of prospective dealer list. Literature sent out to a prospective dealer differs radically from that sent to an actual dealer. A third list consists of architects, and there is also a selected list of contractors and builders, and very little matter that goes to one of these lists would be suitable for the other.

Using The Garage Window

One of the larger motor car companies discovered that its dealers were not making the most of its windows, and an educational plan was devised. An advertising campaign, part of which included window displays, was organized. A large broadside, describing the campaign, was sent to the trade, and a good portion of this folder dealt with window trimming. Several plans were suggested. Dealers were shown how to transform their showrooms into park-like scenes that made visitors almost taste the pleasure of driving through leafy lanes in the crisp autumn air. The "properties" necessary for the display cost practically nothing and in every case could be obtained locally with little trouble. Another "set" showed a tent, some cots, cooking utensils, a few shotguns, fishing tackle, and just back of this was placed the automobile. For narrow windows a striking display was suggested showing a car climbing a hill. Only the front of the car was placed in the window at an angle as though it were climbing a steep piece of country road. Sand, stones and a horseshoe were shown to make it look realistic. Each suggestion was practical, easy and inexpensive to make.

Hard Cash for Prospect Names

An automobile company induces many of its customers to become enthusiastic salesmen for its car by a system of profit-sharing. A letter is sent to every purchaser describing the plan and enclosing a card to be filled in and returned. Space is provided on the card for the name and address of one prospective customer whether or not he is already a motorist, together with a few remarks about his social and business standing. Salesmen are immediately put to work on a list compiled from card returns, and every sale resulting produces a ten-dollar credit item on the account of the customer thus indirectly responsible for the sale.

Stores That Demonstrate Only

The Dennison Manufacturing Company has a retail store on Fifth avenue, New York, whose chief function is not to sell but to demonstrate. It serves as a drawing room in which the visitor, whether he be a customer or a prospect, is greeted. These people come to the store to get new ideas in the use of tags or of paper in decorating. They give ideas as well as receive them. Many of the uses for Dennison products were first suggested by people visiting the store. The Fifth avenue shop also serves as a laboratory where new products and decorations are tried out before being introduced to the regular trade. A similar experiment has been conducted successfully by a large chocolate manufacturer in whose single retail store samples are served, the sole purpose being educational.

Diplomatic Twist Sells More

The crude "Order Blank" enclosed with the notification of a salesman's coming visit, to be used should the prospect be out when the call is made, has been improved upon by a company manufacturing window shades and rollers. The form letter announcing the salesman's proposed call carries the usual order blank under the perforated line, but it is headed "Items for attention when ———— salesman calls". It is claimed that this diplomatic twist to the old "stand and deliver" blank has helped materially in placing this company in the commanding position it occupies.

Getting Prolonged Window Display

A firm of candy manufacturers secured 2500 displays for a prolonged period by a unique system of dealer helps. Six men were employed to sell and install the displays. In addition to a full line of up-to-date window material, including cut-outs, transparencies, dummy packages, posters, pennants etc., a glass jar of remarkably unusual and attractive design was featured. These jars were three feet in height and when filled with the firm's candy made a particularly strong trade-winning display. Each jar was valued at $12, and the dealer signed an agreement to return the jar at once if its use was discontinued and to pay its value should it get broken. The most valuable feature of the display was the plan of uniformly painting the windows of a selected number of dealers, the sign being painted at the top of the windows and usually showing the name of the merchant together with that of the manufacturers. Each dealer whose window was painted in the uniform style agreed not to molest the work for at least two years from date. It cost a considerable amount to furnish this service and there was considerable competition among confectioners handling the firm's line to secure it. It was found that the printed and lithographed matter supplied was never wasted, and this, by increasing the effectiveness of the plan, reduced its relative cost considerably.

A Practical Advance Card

A practical advance card is used by a big pharmaceutical firm. The face of the card shows both the address and the announcement as follows:

Dear Sirs—Representing Smith & Sons, I shall take pleasure on calling on you about ....., and will appreciate all favors accorded me"

Below this in black-face type is printed:

"Please note your shorts on other side."

On the reverse side a list of 16 items is given. This saves time both for the dealer and the salesman, for the former is able to look over his stock at his leisure. The plan suggests to the druggist the desirability of noting the items that need replenishing.

Clearing the Way for the Salesman

A highly satisfactory method of overcoming sales resistance on the part of the dealers has been devised by one of the largest Canadian tire and rubber concerns. When a salesman comes up against an objection which he cannot meet readily at the time he reports the matter fully to the head office where the problem is passed on to a correspondence expert to be dealt with. There are several of these correspondents, each of whom deals with difficulties which he has been specially trained to handle. One man handles all questions concerning tires, for example, and each department of the business is similarly taken care of by its own correspondent who is not only a technical expert, but has also had experience as a salesman. It is the duty of the correspondent to solve the problem submitted by the salesman so that when the latter again visits the dealer who raised the objection, the trouble will have been solved. Meantime, letters are sent to the dealer pointing out a solution of the trouble, and according to the salesmen's reports on the scheme, this method invariably clears he way for an order.

Strategy Sells Pink Salmon

Several years ago when salmon was just beginning to be popularized in a certain district, a big packer of pink salmon undertook to get a market for his brand in one of the states concerned. A sock-eye packer had covered the territory ahead of him, and the population had acquired a taste for red salmon. Despite his efforts to create a demand, the pink salmon packer failed to sell his product against its red rival. So he tried a bit of strategy. On every label he had printed in large type, "GUARANTEED NOT TO TURN RED IN THE CAN." He also put placards in all the grocery stores advertising his brand of salmon and pointing out prominently that it was guaranteed not to turn ruddy in the can. The scheme succeeded, and it is said in that part of the country there are thousands of people who will not look on the salmon when it is red.

INDUSTRIAL DEVELOPMENT ASSURED BY PLENITUDE OF POWER

Power in all Canada's provinces developed and potential, affords inviting opportunities to manufacturers

WHAT coal has done for the industrial development of Great Britain, hydro-electric power is doing for Canada. There is literally an inexhaustible supply of energy to work up the country's tremendous natural resources in minerals and material of all descriptions.

No less significant than the volume of Canada's unrivalled supply of hydro-electric energy is its low cost to the consumer. According to the Commercial Intelligence Service of the Department of Trade and Commerce at Ottawa, from whose compilation the accompanying facts are largely taken, the cost for fairly large plants under favorable conditions has been reported as low as $9 to $15 per horse-power per year.

With few exceptions all the industrial centres of Canada are amply supplied with hydro-electricity and where water-power is not available, generous supplies of coal, gas or oil are frequently met with.

The total minimum 24-hour water-power available in the three provinces of Quebec, Ontario and Manitoba is 15,136,035. This is the equivalent of 227,040,000 tons of coal per annum.

A careful estimate shows a total horse-power for the Dominion of 18,255,000 under conditions of "ordinary minimum flow," and a dependable flow for at least six months of the year of 32,076,000 horse-power.

Canada's "white coal" is inexhaustible. Unlike coal, oil, natural gas etc. it can never come to an end.

The actual available and developed hyro-electric horse-power in Canada is 2,407,580. Of this 1,-992,048 horse-power is in Ontario. This total is a very small percentage of the present recorded water-power resources of the country as a whole.

The general method whereby hydro-electric energy is supplied is by central stations although many plants generate their own power.

British Columbia has an installed capacity of 301,535 horse-power. Vancouver, the capital of the province, receives its supply from three central stations with a total capacity of 140,000 horse power. Victoria is amply provided with 34,000 horse-power. Prince Rupert has a municipal hydro plant of 1650 horse-power, and interior cities and districts, such as Nelson and the Kootenay territory are also well taken care of. As is the rule throughout Canada, only a small fraction of the total available horse-power has been developed in British Columbia.

The total available water-power for Alberta is estimated at 475,281 horse-power minimum, and 1,137,505 maximum. Calgary has an abundance of coal and a limited water-power supply. The hydro-electric supply for the city totals 32,192 horse-power in addition to a 15,000 horse-power steam plant, and two smaller plants having an additional 3,000 horse-power. Edmonton has a 14,520 horse-power steam plant, and similiar outfits serve Lethbridge and Medicine Hat.

Saskatchewan hydraulic resources are placed at 513,381 horse-power minimum, and 1,087,756 maximum. Owing to the distance of the water-power from the chief centres of population, Regina, Saskatoon and Moose Jaw are supplied with steam created electric energy.

The Winnipeg river and the tributaries of lake Winnipeg afford a generous amount of electric energy for the eastern part of southern Manitoba, the minimum being estimated at 3,270,491 horse-power. Winnipeg has an installed capacity of 83,147 horse-power serving the city and surrounding district. The municipal system is being increased to 67,-100 horse-power and at Pinawa, 60 miles away, is a hydro plant of 35,-597 horse-power owned by a company which also operates an auxiliary steam plant in Winnipeg of 1,500 horse-power. Portage la Prairie and Brandon are equally well provided for.

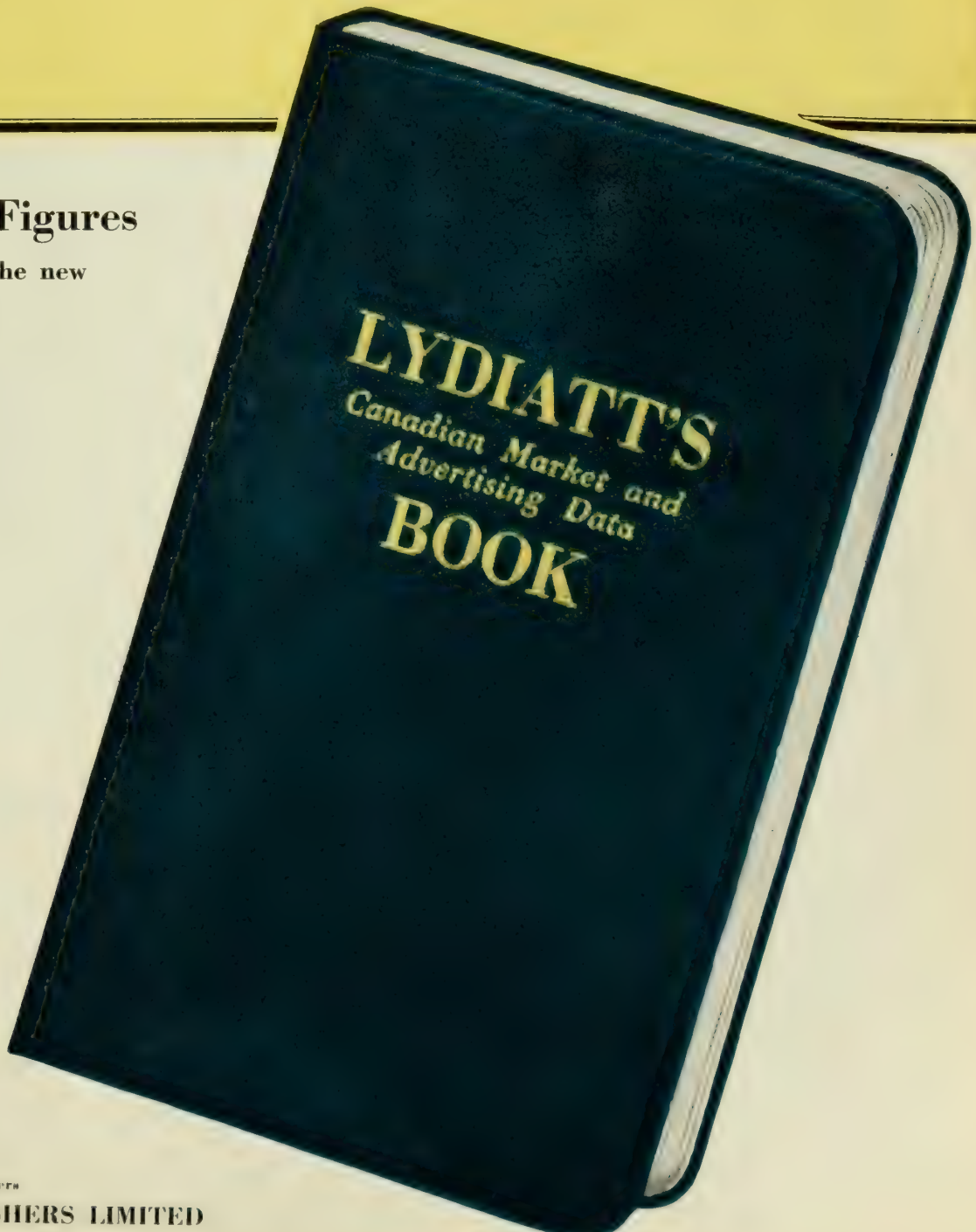
The water powers of Ontario have not been definitely ascertained, the known total being 1,950,300 horse-power minimum and 6,303,190 maximum. At Niagara, Ontario shares with the United States over 2,000,000 horse-power, and the province's share of the St.Lawrence is figured at 700,000 horse-power. With Quebec, Ontario participates in 1,000,000 horse-power from the Ottawa river. Cheap hydro-power is assured in Ontario through the operation of the provincial Hydro-Electric Power Commission, which controls nearly all the hydro-electric central stations in the province, and supplies energy at cost price to innumerable municipalities. The Commission is completing the Queenston-Chippawa development, where 50,000 horse-power is now actually being generated, and which will ultimately contribute 500,000 horse-power.

The Commission's operations embrace some 140 muncipal distribution systems, and include such industrial centres as Toronto, Hamilton, London, Brantford, the Border Cities, Kitchener, Welland, St. Catharines, Stratford, St.Thomas, Guelph, Sarnia, Chatham and Niagara Falls. Kingston, Peterborough, Belleville, Oshawa and Lindsay are supplied by the Central Ontario System, operated by the Hydro-Electric Commission. The Rideau and St. Lawrence systems supply sixteen municipal distributions, including Brockville, Smith's Falls and Perth. Ottawa is cared for by the plant at the Chaudiere falls on the city border line, generating 42,800 horse-power. The mining district of Cobalt is supplied with 20,420 horse-power, and Port Arthur and Fort William have over 60,000 horse-power capacity.

A partial estimate of known water-powers in Quebec province gives 6,915,244 horse-power minimum, and 11,640,052 maximum, of which the St. Lawrence contributes nearly 2,-000,000. Only a relatively small portion of this power has been developed, but the industrial centres of Montreal, Quebec, Hull, Three Rivers, Sherbrooke and the Eastern Townships are amply provided for. The Maritime Provinces are similarly taken care of in the matter of hydro-electric power.

What You Need To Know To Sell In Canada

40,000 Facts and Figures that facilitate close analysis of Sales Possibilities



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Accurate, Concise, Conv

PAGE after page of carefully compiled and conveniently arranged facts permit the planning of sales or checking of results with an accurate, up-to-date knowledge of:

Who the people of Canada are ;
What kind of people, and where, they are ;
How much they earn, and what they buy :
How to reach and sell them to best advantage ;

and other facts that enable you to "size up" every worth-while town or rural community in Canada, and determine how much business you ought to do.

Many of its features are compilations made expressly for this book, and are obtainable from no other source.

Now in its Nint

Do You Know?

Where in the 3,729,655 square miles of Canada you'll find the best markets for your goods?

It may prove profitable to put more sales effort in certain localities, less in others.

How many of the 8,645,535 people in Canada are possible buyers of your product?

Many different statistics in LYDIATT'S BOOK indicate ability to buy or use your goods. If you sell electrical appliances, for example, you ought to know:

How many consumers of electricity there are in each city and town.

Do you know how many automobiles are owned in each province, and what proportion are in cities, and how many are owned on farms?

Do you know what cities show the greatest building activity—amount and kind of new construction?

Do you know that the percentage of rural population in one Province is 85%, while in another it is only 45%?

Tables in LYDIATT'S BOOK show population, land area, land occupied, density of population, (also shown on maps), size of farms, values farm production etc.

Do you know the occupations and earnings of families in industrial communities, or the value of farm products per farm, in each Province?

Do you know the kinds, quantities and value of goods imported into Canada—and where these imports go?

Do you know that there are 84 cities and towns with over 5,000 population? Where they are? How many of them can your salesmen cover profitably?

Answers Questions Asked A

Do you know that one-third of Canada's population is in the twelve biggest cities, which also contain one-third of all retail stores?

Do you know that there are 13,331 grocers in Canada, nearly half of them in the Province of Ontario.

Number of retailers in ten different trades in each Province, and in 133 different cities and towns, is accurately tabulated.

Do you know the number of occupied dwellings in each Province, or in the principal cities and towns?

Or the number of babies born each year?

Or the number of men or women over age 24?

Or that about 25% of Canada's population is French-speaking? And that 95% of these people are in the Province of Quebec?

Do you know amount of income tax collected in each Province, from farmers, merchants, corporations, etc?

Or the purchases of Victory Bonds?

"All the information I need is in your book" *William Wrigley Jr. Company*

ıcked With Up-to-Date Market Data

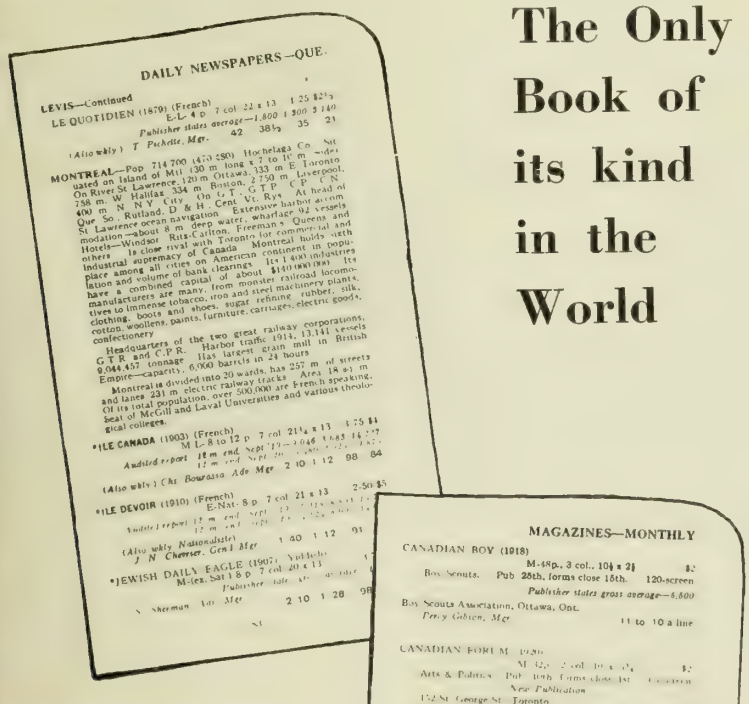
ently Classified, Complete

IATT'S BOOK is full of just the facts you ought to know
it Canada, or any part of it—the figures wanted by all men
want to sell something in Canada.

we are unable to solve our marketing problems more
rately and readily is due to ignorance of the facts which
upon the situation. With the required data, markets are as
sureable, as certain and as determinable as production
esses. They can be plotted and charted and mapped and
oned with only as accurately as the facts in hand allow.

IATT'S BOOK permits an analysis of possible consumers, their
ion, numerical strengh, purchasing power, buying motives, leading to a
r understanding of the Canadian market. Its study may uncover
ploited markets, showing their possibilities and limitations.

ıccessful Year


DAILY NEWSPAPERS—QUE.

LEVIS—Continued

LE QUOTIDIEN (1870) (French)
E-L 4 p 7 col 22 x 13 1.25 $2½
Publisher states average—1,800 1 300 3 140
(Also wkly) T Pachelle, Mgr. 42 38½ 35 21

MONTREAL—Pop 714 700 (470 480) Hochelaga Co Sit
uated on Island of Mtl (30 m long x 7 to 11 m wide)
On River St Lawrence 120 m Ottawa, 133 m E Toronto
On St Lawrence 180 m Boston, 2 750 m Liverpool,
750 m W Halifax 334 m Quebec, 2 750 m N Y City, On G T, C P R, C N
400 m N N Y City, On G T, Cent Vt Rys At head of
Que So Rutland, D & H Cent Vt Rys Extensive harbor system
St Lawrence ocean navigation Extensive harbor system
modation—about 8 m deep water, wharfage 92 vessels
Hotels—Windsor Ritz-Carlton, Freeman's Queens and
others Is close rival with Toronto for commercial and
Industrial supremacy of Canada Montreal holds sixth
place among all cities on American continent in popu-
lation and volume of bank clearings Its (1 400) industries
have a combined capital of about $140 000 000 Its
manufacturers are many, from monster railroad locomo-
tives to immense tobacco, iron and steel machinery plants,
clothing, boots and shoes, sugar refining, rubber, silk,
cotton, woollens, paints, furniture, carriages, electric goods,
confectionery

Headquarters of the two great railway corporations,
G T R and C P R Harbor traffic 1914, 13 141 vessels
9 044 457 tonnage Has largest grain mill in British
Empire—capacity, 6 000 barrels in 24 hours

Montreal is divided into 20 wards, has 257 m of streets
and lanes 231 m electric railway tracks Area 14 sq m
Of its total population, over 500,000 are French speaking,
Seat of McGill and Laval Universities and various theolo-
gical colleges.

*LE CANADA (1903) (French)
M L-8 to 12 p 7 col 21¼ x 13 $2.50 $1
Audited report 12 m end Sept 30—1 046 1 683 14 227
12 m end Sept 30—1 046 1 683 14 227
(Also wkly) Chs Bourassa, Adv Mgr 2 10 1 12 98 84

*LE DEVOIR (1910) (French)
E-Nat-S p 7 col 21 x 13 2.50 $5
Audited report 12 m end Sept 30—
12 m end Sept 30—
(Also wkly Nationaliste)
J N Chevrier, Gen'l Mgr 1 40 1 12 91

*JEWISH DAILY EAGLE (1907) Yiddish
M-Sat (Sat) 8 p 7 col 20 x 13
Publisher's statement
S Sherman Adv Mgr 2 10 1 28 98

MAGAZINES—MONTHLY

CANADIAN BOY (1918)
M-48p., 3 col., 10½ x 2½ $2
Boy Scouts. Pub 25th, forms close 15th. 120-screen
Publisher states gross average—5,600
Boy Scouts Association, Ottawa, Ont.
Percy Gibson, Mgr 11 to 10 a line

CANADIAN FORUM (1920)
M 32p 2 col 10 x 7½ $2
Arts & Politics Pub 10th Forms close 1st Circulation
New Publication
132 St George St Toronto
Peter Sandiford Bus Mgr 30 00 to 22 50 a page

CANADIAN HOME JOURNAL (1904)
M 70-p 4 col 12½ x 2½ $2
Household. Pub 6th, forms close 18th prev 120-screen
Publisher's report 6 m end June '19—47 989-38 418
6 m end Dec '20—46 946-30 949
Can. Woman's Mag. Pub Co., 71 W Richmond St
Toronto
M McKnight, Bus. Mgr 52 to 48 a line

CANADIAN MAGAZINE (1893)
M-96p. 2 col 6 x
Literary Pub 20th

AGRICULTURAL—ONT.

FARMERS ADVOCATE & HOME MAGAZINE (1866)
W-44p 4 col 12½ x 2½ $2.00
General Agr Pub Thur forms close Sat prev 120-screen
Publisher's report 12 m end June 30—34 342-33 067
Publisher report 6 m end Dec
William Weld Co Ltd London
John Weld Bus Mgr 35 a line

FARMERS MAGAZINE (1910)
M 52p 4 col 12½ x 2½
General Agr Pub Thurs forms close Sat prev 120-screen
Publisher's report 12 m end June 30—
Publisher report 6 m end Dec
MacLean Publishing Co 143 University Ave
Jos M Gray Adv Mgr
Quer Adv page 1300

*FARMER'S SUN (1860)
SW-36p 8 col 21¼ x
General Agr Pub W & S
Publisher's report 12 m end June 30—
Publisher's report 6 m end Dec 10
Farmer's Publishing Co Ltd Bowmanville
H N Berry Bus Mgr

*LA VOIX DU SOL (1910) (French)
W 12p sized 20 x 28

TRADE, TECH. AND MISC.

TRADE NEWS (1910)
SM-6p 2 and 3 col 10 x 3¼ and 2½
Electrical Trades
Publication
Pub 1st & 15th forms close
Publisher's report 12 m end June 30—
Publisher's report 6 m end Dec
Hugh C MacLean LTD 143 W Adelaide St Toronto
EXPORT JOURNAL OF CANADA (1919)
M 48p 5 col 10 x 7½
Canadian Exports Pub 1st forms close 25th 120-screen
Publisher states average circulation
W K Peterkin Sec St James St Montreal Que
60 00 to 50 00 a page

*FINANCIAL POST (1907)
W 32p 8 col 19½ x 2½
Business and Finance Pub Fri forms close
Publisher's report 6 m end Dec
MacLean Pub Co Ltd 143 University Ave Toronto
FINANCIAL TIMES (1912)
W 16p sized 20½ x 2½
Finance Pub forms close

POSTER ADVERTISING IN CANADA—Con.

ALBERTA

Calgary (70 000)—
Calgary Billposting and Advertising Co
16-24 sheets $240 00 per month
Edmonton (60 000)—
Mail Printing Co Ltd Edmonton
Lethbridge (12 000)—
Mail Printing Co Ltd Edmonton
Medicine Hat (14 000)—
W M Lander 6-24 sheets $42 00 per month
Red Deer (3 000)—
E A Time 2-24 sheets $14 00 per month
Rest in Province
Miscellaneous
Hardware

BRITISH COLUMBIA

Vancouver (120 000)—
Mail Printing Co Ltd Edmonton
Victoria (60 000)—
Mail Printing Co Ltd Edmonton

ıt Canada

e number of telephones, electric-
ired houses, value of farm imple-
n or live stock owned—or any of
housands of other statistics which
measure of purchasing power?

ou know the correct 1922 adver-
d rates, local and out-of-town cir-
ion of all the daily newspapers,
e rates, circulations, page and
n sizes, closing dates, etc., of all
la's magazines, farm journals,
publications, etc., or which are
popular with different classes of
rtisers?

The Only Book of its kind in the World

THEY SAY!

"It would be hard to find a more meritorious work of reference. While intended primarily for advertisers the book is not without its usefulness to others for it contains a great mass of well arranged data about Canada." *Toronto Globe.*

"Any manufacturer or advertiser at all interested in either the Canadian market or export trade ought to send for a copy—the book is so broad in its scope—shows the possibilities of the market." General Manager, *Printers' Ink.*

"A most useful reference book—has been of great value to us in connection with our Canadian advertising." Veno Drug Co., Manchester, England.

"The mass of statistics and information contained in it enables the British advertiser to go into that market primed with facts relating to prospective buyers of his goods practically impossible to obtain in this country." *Advertising World*, London, England.

"Your book is a most excellent production, notably accurate in the matter of data for the Canadian press, handy in form, concise in its information and generally most useful." Mather & Crowther Ltd., London, England.

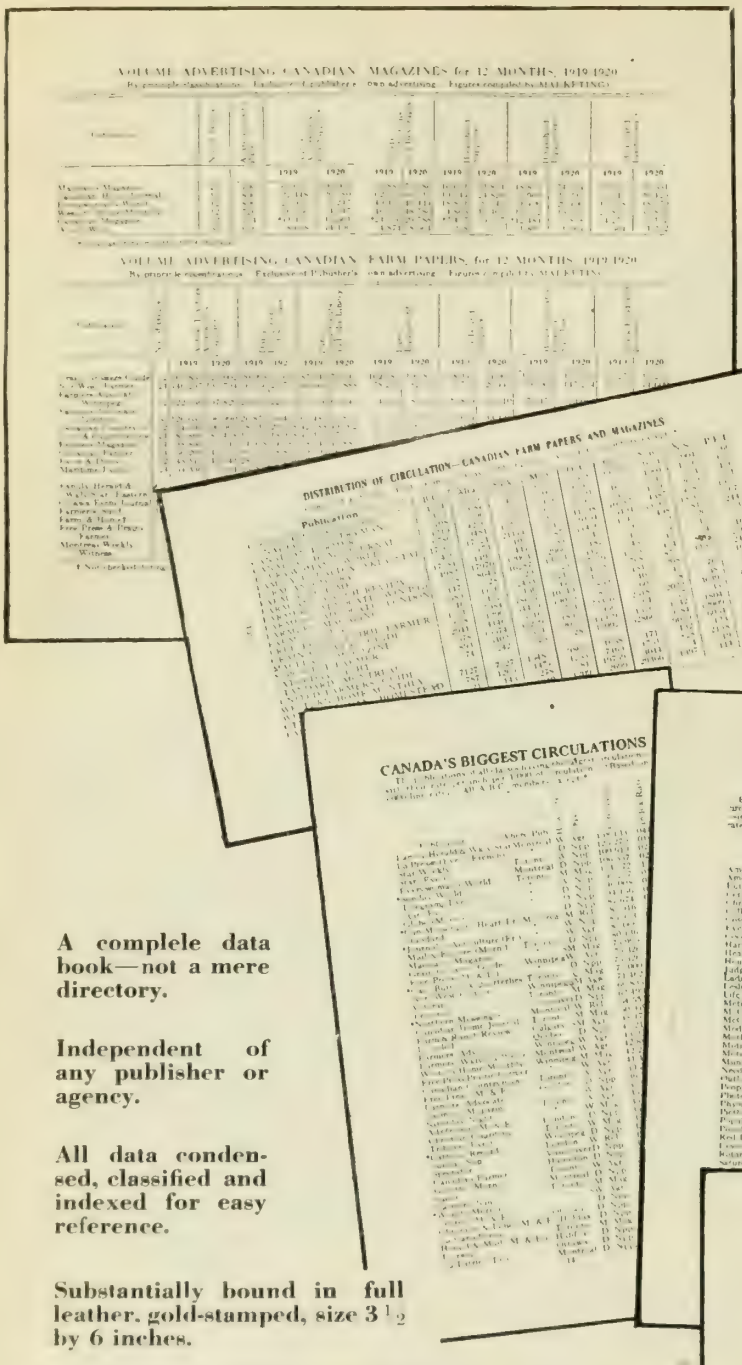
"We have long needed something of this nature to give us proper information regarding Canada. It is very difficult to obtain authentic statistics regarding Canada and you are to be congratulated on the thoroughness with which you have covered our requirements." Frank Presbrey Co., New York.

"We have found your book very complete and convenient. We do not recall anything that we have wanted in connection with Canadian papers that is not in the book. It is indispensable in our work." Proctor & Collier Co., Cincinnati, Ohio.

"It is certainly all you claim for it, and more. I am using it every day as a ready source of information constantly asked for by British agencies and advertisers." Representative of Canadian newspaper writing from England.

"The most valuable mine of information." Lever Brothers.

"Complete in every detail." Ford Motor Company.


VOLUME ADVERTISING CANADIAN MAGAZINES for 12 MONTHS, 1919-1920
VOLUME ADVERTISING CANADIAN FARM PAPERS, for 12 MONTHS 1919-1920
DISTRIBUTION OF CIRCULATION—CANADIAN FARM PAPERS AND MAGAZINES
CANADA'S BIGGEST CIRCULATIONS
CANADIAN CIRCULATIONS OF LEADING U.S. MAGAZINES
REPRESENTATIVE U.S. AGRICULTURAL PUBLICATIONS
HOUSE ORGANS PUBLISHED IN CANADA—Continued

Significant Advertising Statistics

NO advertiser should think of mapping out a campaign, or advertising in any part of Canada, without a copy of LYDIATT'S BOOK to guide him.

Here in one handy little book is all the information he needs, more complete data than anywhere else regarding the publications reaching the territory, trade or class of readers desired. All essential facts are given in conveniently condensed form.

A glance at the few pages reproduced can only suggest the wealth of detail it contains. Only by seeing the book itself, and by using it in your daily work, can you fully appreciate its great value to you.

It is recognized the world over as the only authoritative RATE BOOK of Canadian advertising mediums. Fully 90 per cent. of the advertising in Canada comes from firms who rely on LYDIATT'S BOOK for their data.

A complete data book—not a mere directory.

Independent of any publisher or agency.

All data condensed, classified and indexed for easy reference.

Substantially bound in full leather, gold-stamped, size 3½ by 6 inches.

New 1922 Edition—ninth successful year of publication—postpaid to any address on receipt of the price, $5.00 a copy.

Order Your Copy NOW!

MARKETING PUBLISHERS LIMITED
27 E. Wellington Street, TORONTO, Canada.

Send us a copy of the 1922 LYDIATT'S BOOK of Canadian Market and Advertising Data, for which we enclose $5.00.*

Name .....

Address .....

Firm .....

*Gladly sent on approval to any responsible business firm.

CANADA RESPONDS TO OUTDOOR APPEAL

Outdoor advertising in Canada on well-organized, strictly-regulated, carefully-checked basis. Space sold by set showings, calculated to cover each community adequately and without duplication

By E. L. Ruddy

POSTER advertising in Canada today is on such a solid basis that it offers the advertiser a standard service in the most important 173 cities and towns in the Dominion.

The unit of this medium is the 24-sheet poster, which measures 8x20′, corresponding very nearly in size with the British 48-sheet double crown poster. Each 24-sheet poster is mounted on standard 10x25′ steel panels surrounded by an attractive moulding, painted green, the margin between the poster and the moulding filled with clean white blank, so that the effect of a poster on duty is like that of a picture in its frame.

In Canada, poster advertising space is sold on the basis of a set showing. A poster showing is a certain number of panels distributed to cover any given city or town adequately and without duplication. The number of panels that constitute a showing is set by the Poster Advertising Association as is also the rate, which ranges according to population and other factors from $7.00 to $10.00 per panel for one month of thirty days. A half showing is sometimes sold and in such cases each alternate panel of a showing is selected, so that a half showing still covers a city but with less intensity.

Every plant in the country is built and handled to the standards of the Poster Advertising Association. This organization keeps a corps of inspectors on the road to see that the standard service is maintained in every way, for overcharges or bad service in a single town would affect the medium adversely. The inspection and checking system is, therefore, of a rigid and thorough character, which is best emphasized by the fact that 99% of all poster plants in Canada are rated as AA.

The foreign manufacturer seeking a market in Canada will find that poster advertising offers many advantages, one of the most important of which is color. Color permits an advertiser to picture his product as it actually is. Furthermore, his package on a poster is exactly the same in appearance as the package in the retailer's store. Poster advertising is, therefore, "showing" advertising for the pictorial and color possibilities of the medium are unlimited. The color appeal is universal. It applies to people in small towns as well as to those who live in large cities. And the poster is the only medium through which the advertiser may present his message in color to all of the people in Canada's best cities and towns.

Uniform Standard of Service

Size is another quality of the poster. Size alone is impressive and stimulating. The poster is the biggest thing in Canadian advertising, a point to be remembered by the advertiser who wants to impress the Canadian public in a big and compelling way.

Poster advertising has no limiting circulation figures. The reason for this is that the poster is a medium of universal appeal. It reaches alike the pedestrian, people in street cars, and the motorists, for it dominates the common highway. Rich and poor, gentile and jew, grit and tory, prohibitionist and liberty leaguer, Russian immigrant and four-year-old child, are all readers of the poster and what is more they believe its story, for no other medium is more carefully edited or more strict as to the character of the advertising which it presents to the public.

Poster advertising reaches the child with 100% efficiency. What small boy does not know when the circus is coming to town? The circus people are great students of human nature. They know the value of the child appeal. They have, therefore, in this country used posters from the very beginning for the poster reaches the child as well as the adult.

On a circulation basis the cost of poster advertising is extremely low. A full poster showing in 173 cities and towns throughout Canada gives a circulation of 3,700,000 for thirty consecutive days and nights at a cost of $10,312.00, exclusive of posters. This is just $2.00 per town per day, and in considering these figures remember that the citizens of Trenton, Ontario, or Sherbrooke, Quebec, are reached with the same effectiveness as the citizens of Toronto, for the standard of poster advertising service is uniform in every particular from Sidney, N.S., to Vancouver, B.C. On a per capita basis the poster reaches 3,700,000 people all day, every day for 1/1000 part of a cent per person.

It may be generally stated that for an advertiser whose message was unborn yesterday and will be dead tomorrow poster advertising does not apply. A poster showing covers a period of thirty consecutive days and nights, therefore it applies to goods on sale tomorrow, as well as today and this permanence gives rise to the still more important advantage of repetition.

Repetition is admittedly one of the most powerful forces in advertising. The great advertising successes do not rest on a single advertisement nor yet on a series of advertisements. They represent the result of a continuous advertising program. The poster is above all the medium of repetition for it is constantly on the job, day in and day out, reminding, suggesting, giving continuous publicity to the goods of the advertiser.

The flexibility of the poster is such that an advertiser may confine his publicity to a single town, a specific territory, one province, or he may cover all Canada at once. Then, too, he may elect to advertise for one month or for twelve months and whatever plan he uses there is no waste circulation for poster advertising is confined to the specific territory that the advertiser desires to cultivate.

Viewed from still another angle the poster backs up the advertiser's salesmen as well as the dealer and his salesmen for everybody sees posters, and while poster advertising

is national advertising of first importance it is intensely local as well. A poster showing consists of such a large number of displays that the advertising is sure to be close to a store where the goods are sold. This is a tremendous advantage and one which cannot be overestimated in the case of lines known as "rapid repeaters." When it comes to securing dealer co-operation and good will there is no more effective promoter of these than poster advertising. The reason for this lies simply in the fact that the retailer sees posters and he knows the people in his natural selling district see posters too.

Poster advertising in Canada appeals especially to the British manufacturer who has used the medium in the old country, for the reason that when he displays his poster in this country it greets many of those who were made familiar with the product by poster advertising in England. No doubt this bit of psychology has something to do with the steady posting program of many British firms in Canada. Lines like Bovril, Oxo, Allenbury's Food, Sharp's Toffee, Nugget Polish, H.P. Sauce, etc., are as popular here as in England through their continued presentation on the poster panels throughout the Dominion.

The leading Canadian lithographing houses are well equipped to turn out posters equal to anything produced in other countries and the care, attention and prompt service of these firms has done much to round out the service that an advertiser may expect from this medium in Canada.

* * *

REACHING THE READER WHO RIDES

Advertising space in street cars much used, often "sold out." Has popularized many products in Canada. Why this method of influencing city consumers is successful

By E. H. Dickinson

ADVERTISING in a striking degree is similar to the practice of medicine. A doctor cures a man of indigestion with some certain formula, but when the next case of indigestion comes along, this same formula is not apt to work. So the doctor tries other formulas until he hits a winner or until his patient succumbs.

In advertising the fixed formulas don't go any more than they do in medicine.

Every advertising proposition is peculiar to itself because every man behind every advertising proposition is peculiar to himself.

All media, like all kinds of weather, are good for somebody, providing you use the medium right and have faith in it.

Any advertising space is merely an opportunity, of which much or little can be made. The object of advertising is to tell others what you want them to know about what you have to sell.

You cannot escape the street car card. It hangs up invitingly before your eyes, and its flashing colors attract your attention. For conspicuousness it has no equal.

The philosophy of the street car card is an established thing. You place your advertisement in the car and the reader sits and looks at it longer than he will look at any other form of advertisement you can bring to his notice. He will give it more attention in a half hour's ride than he will give to a short story in a magazine. Nor is it a matter of compulsion. He considers car cards part of his education. He just naturally glances up for the new announcements from day to day.

In Canada there are 3,625 cars operated. These cars carry over 875,000,000 passengers annually, providing a daily average circulation of approximately, 2,400,000.

An advertisement 11x21 inches can be bought in this complete chain of cars connecting 175 cities and towns for less than $25,000.00 for a whole year (365 days). Or space can be bought in half of the cars for about $14,000.00 per year.

Space, of course, is sold in any one or number of cities the advertiser desires at standard prices covering the lines selected.

Advertising is primarily salesmanship, and it follows that every street car in Canada carrying an advertisement of a manufacturer is a part of the sales force of that manufacturer's organization.

Just as the salesman who would be most proficient must be neat in appearance, must be persistent, and must keep good company—so with the street car card. It must not be soiled or defaced. It must be in the very best of company, so that its prestige will meet the required standard—the message it tells will be given the best reception, and as for persistence—show me the salesman who carries out these fundamentals of salesmanship to as far-reaching a degree as the car card!

The car card salesman never eats—never sleeps—he goes about his business day in and day out, selling what he has to sell. And when you stop to consider that for every dollar the advertiser spends on street car advertising in Canada, his advertisement has 40,000 opportunities of being read, it is not necessary to theorise as to the ultimate result of an advertising campaign in the cars of any commodity which possesses real merit.

The most desirable form of advertising is that which enables you to put your message before the most people in the most desirable territory, and keep that message before those people for the longest time at the least cost.

This is the mintage of advertising wisdom. Now, in street cars you cannot go into details to the same degree as in some other advertising media, but when the object is to familiarize the public with a package, a trade name or a slogan, the street car exceeds all other media in the matter of conspicuousness, wide circulation and moderate cost. Street car cards are standard in size, all spaces being 11x21 inches, and this space gives the advertiser ample room in which to tell all that requires to be told about the particu-

lar article which he wishes to sell.

Josh Billings made a good suggesion to advertisers when he said: "I don't care how much a man talks if he only sez it in a few words."

The unlimited use of color is undoubtedly one of the greatest advantages of car card advertising. Why is the sky blue? Why is the grass green? Why did God make the roses red, pink and yellow? Why are apples, berries and cherries red? Why are children's toys made in all colors of the rainbow? Whatever the reason—the human eye loves color. The Red Indians had their brightly colored beads and feathers. The old Egyptians had their richly dyed cloths and tapestries, and today as in the primeval ages, color is an essential part of the existence of the human being. There is not a man, woman or child to whom color does not appeal. Advertisements in flashing, vivid colors, burn their impressions into the minds of the people in an unforgetable way.

The most reputable advertisers in the world constitute the element that use the street cars.

No cleaner medium than this exists, and it existed long before the honest advertising laws were enacted.

The street car card was the pioneer in decent advertising. Its good reputation goes back over a long period of years.

The highest mission of any advertisement is to convey a useful and definite message. The car card says something definite and specific, and then stops.

It doesn't undertake to show factories, all of the smokestacks, delivery trucks and the boss' photograph and autograph, followed by the addresses of the branch salesrooms in Pekin, Calcutta, Liverpool and Tokio, together with the telephone numbers.

People are too busy to absorb such information, and at any rate are not interested in it.

The street car card is ideal in size and shape for store-card or window display, hence street car advertising lends itself readily to the co-operation of the dealer. Street car advertising is universal in its scope. It knows no religion, is identified with no creed and has no affiliations with political parties. It reaches plutocrat and plebeian, Protestant and Catholic, Jew and Gentile, boss and hired man, skilled and unskilled labor, man woman and child.

Its appeal is to every element into which society is divided, and its approach is the ideal in advertising media, because it reaches the readers of all other media, and enables the advertiser to keep his message before the consumer every day in the year at a remarkably low cost.

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INDUSTRIAL OPENINGS IN CANADA

Suitable sites, adequate power, exceptional transportation facilities, skilled labor available in many Canadian communities for varied types of manufactures. Brief summary of opportunities

EVERYWHERE in Canada today there are openings beckoning the manufacturer. The country's undeveloped resources invite industrial activity of limitless variety and promise satisfactory returns for the investment of capital in new undertakings. Bank deposits show constant and rapid growth and at present exceed $2,000,000,000, in addition to vast sums invested in the several war loans. Most of the national indebtedness is owed to the citizens of the country.

Three transcontinental and numerous short lines of railways serve the entire country adequately, and when the projected St. Lawrence Deep Water Scheme goes through, it will admit the great freighters of the Atlantic to the very heart of the prairies.

It is true of all the Provinces that they are only in the initial stages of their development. Industrially, little more than their fringes have been touched. If only a tenth part of the total reserves of raw materials in Canada were being developed, the Dominion today would be the largest manufacturing nation on earh.

Each Province has its own peculiar appeal to those with capital for industrial expansion.

In British Columbia the main produce is fruit, cattle, lumber and minerals, and all associated industries will find there ample scope for remunerative development.

Alberta is the province of mixed farming, live stock, dairying and wheat growing. Eighy-five per cent of Canada's coal wealth is located in Alberta, and oil and natural gas exist in large quantities.

Saskatchewan has vast natural resources of coal, clay, forests and minerals. The province holds a high position in the livestock industry, yet of the 94 million acres of arable land available, only 30 million acres are cultivated.

Manitoba grows the world's standard wheat in "Manitoba No. 1 Hard." Its industrial possibilities have scarcely been touched although Winnipeg, the capital city, manufactures products worth $175,000,000 annually. Vast resources in agriculture, minerals, coal, inland fisheries and manufacturing exist.

Ontario produces forty per cent of the entire mineral output of Canada. The mining laws are liberal and ensure the rapid exploitation of this reserve of wealth. The clay belt of Northern Ontario is well watered by lake and river and is covered with mercantile timber. Thousands of miles of good colonization roads and steam railways provide excellent transportation. Ontario is a "Land of Independent Homes." It is the premier manufacturing province in which the great majority of American and British branch industries are located.

Quebec Province has unlimited cheap power as indeed have practically all the provinces, and ample French Canadian labor. In this province are located the largest and best asbestos mines in the world and upon this one raw material alone a constantly growing number of industries are coming to depend.

The Maritime Provinces, also, have their attractions for the manufacturer seeking an all-round favorable location to establish himself on this continent under the British flag.

In the following paragraphs are given the names of numerous towns and cities which offer special opportunities to manufacturers seeking at-

tractive factory sites. Every town and city in Canada is served by at least one of the great transcontinental lines that traverse the country, and many of them by two or three. Transportation facilities are not given below but may be regarded as excellent in every case. The following list is far from being exhaustive, and manufacturers interested in any particular locality may obtain full information by writing to the city clerk or the Board of Trade.

ALBERTA

Calgary is the trading centre for an immense agricultural and stock raising district. It has extensive coal beds and ample water power. Natural gas is supplied to manufacturers at 15 cents per thousand feet. To encourage new industries, power, light, heat and sites are supplied at cost.

Edmonton offers opportunities for coal development, clay products, pulp and paper and leather. The city owns a large area set aside for industrial sites and supplies power, light, water at cost for new plants.

Lethbridge is a distributing point for south Alberta and S. E. British Columbia mining and lumbering camps. Power is available at cheap rates and natural gas at 15 cents per thousand feet. Irrigation of 110.000 acres is under way.

Medicine Hat owns the natural gas franchise and the gas rate for industries is 5 cents per thousand feet. An enormous quanity of lignite coal is operated. Industrial sites at cost.

BRITISH COLUMBIA

Nelson provides a good opening for a big pulp mill, with 200,000 h.p. water power and abundant suitable woods. Electric power costs from 2 to 4 cents per K. W.

New Westminster is developing its fresh water harbor for Pacific trade. It owns a water frontage of two miles. Assessment is on land value only, and improvements are exempt. A good opening for industrial plants.

Prince Rupert has excellent harbor with 20.000-ton floating dry dock. Nearby are the richest halibut banks in the world. A line of steamers is wanted to run to China, Japan and Russia. Cheap industrial rates for water, light and power.

Vancouver is a rail and ocean terminus whose industries include lumber, fisheries, foundries, steel works, shipbuilding and sugar refining. The city is most favorably situated for trade with the Orient. British firms dealing with Japan or Siberia can save 6.800 miles ocean freight by locating here. The climate is suitable for manufacturing the finest cottons and woollens.

Victoria (Vancouver Island) presents opportunities for shipbuilding, iron and steel industries.

MANITOBA

Brandon is the centre of a rich agricultural district where woollen mills and vegetable canning plant would find a good field.

Portage La Prairie offers free factory sites adjoining four great railways, tax exemption or fixed assessment for 20 years when 15 or more hands are employed.

Selkirk offers special inducements to manufacturers. Hydro electric power costs from ½ cent to 8 cents per k.w.h.

Winnipeg has the largest grain market in the world and is the centre of an enormous mercantile territory under steady development. According to the Board of Trade of the city there are exceptionally good openings in Winnipeg for the following manufacturing industries; rubber goods, dye house, tannery, leather goods, auto parts, farm implements, small hardware, stoves and ranges, hats and caps, clothing, matches, clay products, hemp products, toys, furniture, ties, canned meats, soaps. Electric power costs from ½ cent per k.w.h.

NEW BRUNSWICK

Bathurst presents good opportunities for furniture and boot and shoe plants.

Chatham offers factory sites near deep water.

Grand Falls has ample material and power for large pulp mill.

St.John has an ideal climate for manufacturing textiles. It is an all-the-year-round port and the distributing centre for the Maritime provinces.

NOVA SCOTIA

Amherst has cheap electric power and rail and water transportation.

Dartmouth has ideal sites for shipbuilding and five miles of waterfront available for factories.

Halifax owns one of the best equipped ports in the world, 616 miles nearer Liverpool than New York. It presents an opening for woodworking, furniture and tobacco industries.

New Glasgow offers tax exemption to industries allied with shipbuilding, iron and steel.

North Sydney needs boot and shoe plant and ship repairing on a large scale.

Sydney offers liberal inducements to soap factory, glass works and woollen mills.

ONTARIO

Almonte will give free sites to factories along C.P.R. line and arrange for cheap power.

Aurora has cheap power, good labor conditions and soft water suitable for dyeing.

Barrie offers free sites, free water and fixed assessments and other liberal inducements to bona-fide industries.

Belleville desires smelter, concentrated milk, textile and canning plants. Cheap power and good labor conditions.

Border Cities (Ford, Walkerville, Windsor, Sandwich and Ojibway) have 44 American industries established.

Brantford is a good centre for industries making goods to sell to consumer direct. Cheap electric power and some sites free with fixed tax rate for ten years.

Brockville offers cheap coal, tax exemption, free factory sites with railway sidings to the three transcontinental railways and public wharves.

Collingwood has opening for any industries working steel and wood. Free sites, fixed assessment and cheap power.

Fort William is a good field for heavy iron and steel industries.

Galt provides tax exemption, loans and free sites to new industries. Electric power at 4 cents per k.w.h.

Guelph is a noted grey iron centre and would welcome industries interested. Free sites and ideal labor conditions.

Hamilton claims to have cheapest electric rates in the world. A large number of industries are constantly locating here.

Kenora has special attraction for pulp and paper mill, electric smelting of iron ores.

Kitchener has openings for brass and metal furnishings plant, textiles, clothing, etc.

London seeks manufacturers of all kinds, iron and steel, boots, shoes, textiles. A number of important American firms have located here.

Niagara Falls is eminently suited for iron and steel industries. Power rates, $11.50 per h.p. per year. Natural gas, 40 cents per thousand feet.

Oshawa has abundant electric power and free sites. An automobile centre.

Ottawa has openings for all types of industries, with ample power and labor supply.

Peterborough has cheap power and water for metal, wood and woollen products.

Port Arthur has silica for glass. Hydro-power costs $15.00 per h.p. per annum. Two billion tons iron ore and large deposits of copper.

Sault Ste. Marie has good labor conditions and openings for flour mills, tannery, iron ore, pig iron or steel industries.

Smith's Falls has good supply of female labor.

Stratford offers free sites and low assessments. Bonds of bona-fide industries are guaranteed by the city. Skilled iron and wood workers.

Toronto is completing the building of the finest harbor on the great lakes. Sites on reclaimed land along water front are available at cost for commercial and industrial uses. Large labor supply available at all times. Innumerable industries have located here, the hub of the industrial world of Ontario, Canada's most densely populated province.

QUEBEC

Hull has many sites for which tax exemptions are invariably guaranteed. Large labor supply of French-Canadians.

Levis has opening for engine and boiler works.

Montreal has a wide range of industries with over 2.375 factories. Labor conditions are good, and there is an abundant supply of operatives for practically all lines of manufacture.

Quebec City offers cheap sites, sea and rail transportation, abundant electric power, plenty of steady labor, male and female.

Sherbrooke, a rapidly growing centre of industry. Hydro-power at ¾ cent per k.w.h., low cost of living, good labor conditions, four railways. Has openings for asbestos, metal, rubber, silk, woollens, cotton, shoe and glass plants.

SASKATCHEWAN

Moose Jaw presents good opportunities for flour mills, abattoirs, tannery and soap factory. Electric power 1½ cents per k.w.h. to manufacturers.

Prince Albert is distributing centre for a rich mixed farming district. Offers special opportunities for manufacturers pulp and paper, furniture, boxes, matches, clay products and pottery.

Regina presents an exceptional opening for a large packing plant. Also desires plants to manufacture felt hats, lamps, clothing, hardware, glass, buggies and wagons.

Saskatoon offers every encouragement to flour mills, tannery, paint and linseed mill.

Swift Current owns 40 acres industrial sites at cost and offers liberal inducements to new industries such as tanneries, packing, cold storage.

The "Sterling Mark" of Circulation

Simplicity *Versus* Multiplicity

LONG ago, advertisers dreamed of the day when circulations could be verified. It seemed, then, like a distant ideal. The demand became more insistent, and three or four attempts were made by various organizations to secure accurate circulation figures.

A multiplicity of forms resulted, often carelessly filled out by the harrassed publishers. No basic standards were adopted by which the value of circulation could be judged.

Then came the Audit Bureau of Circulations. Order developed out of chaos. Multiplicity gave place to simplicity. Standards were adopted. The space-buyer's ideal was at last realized. The verification of circulation was placed upon a firm and scientific footing.

The history of the attempts to secure authentic circulation data is told in Chapter X of a book entitled—"Scientific Space Selection"—published by the A. B. C.

Audit Bureau of Circulations

A Co-operative Organization for the Standardization and Verification of Circulation Statements

202 South State Street · Chicago

152 West 42nd Street · New York

QUEBEC

(Capital City)

The Market that Responds

ENGLISH-speaking Quebec is one of the oldest communities in North America. Its members are sane, conservative, acquisitive. Their buying power is high and they buy freely the things that suit them.

The
Telegraph
(Only English Evening Paper)

is their buying guide. Nearly every nationally advertised article, Canadian, British and American, uses the TELEGRAPH.

MERCHANDIZING SERVICE

The Telegraph aids the advertiser with REAL service. Market surveys and dealer co-operation available for YOUR product.

For data on QUEBEC, The Responsive Market, write

The
Telegraph
Quebec
P.Q.

SWORN CIRCULATION
Over 11,000 Daily

In Quebec they read the ads — then Buy.

The Weakness of Long Distance Advertising Counsel

Continued from page 208

as he has been doing them all his life in the United States.

But soon he comes under the influence of his new environment—not only does he imperceptibly and sometimes unconsciously, alter his methods—but he himself undergoes a gradual change. To put it briefly, this "Mr. Brown of New York" finds himself signing hotel registers "John Brown of Toronto." By the time he does that, you can put him down as a Canadian—and also by that time he has his business functioning in about the same manner as if he and his subordinates were Canadians born and bred.

Our Mr. Brown has now arrived at a point where everything pertaining to his business is done the Canadian way—with one grand exception.

His *advertising* remains distinctly United States!

In time, he begins to chafe under this condition.

When he sees, in one of the advertisements of his product in a Canadian magazine or newspaper, an expression like, "I'll tell the world," or "Listen Brother, this means you," he squirms and fidgets and perhaps kicks over the traces to the extent of writing a letter to his United States office to "cut out the American slang."

Now this matter of slang or "colloquial expressions" is one not easily explained. It is undeniably true that most of the slang orginating in the States eventually finds its way into the everyday speech of the Canadian. But this takes time—and sometimes a slang expression only finds general use here by the time our American cousins are getting "fed up" on it.

A slang expression that sounds natural to a reader of the *Saturday Evening Post* is liable to jar badly on a Canadian reading it in *MacLean's Magazine*—for the simple reason that while current in the States, that expression has not yet been accepted as permissible slang in Canada. And is there anything that annoys a reader more than slang he has not become accustomed to?

It is not always "slang" that incites the Canadianized Mr. Brown (formerly of New York) to tear his hair. Sometimes it is delay—what looks like unavoidable delay in getting his wishes carried out. It does take time to get a letter to New York or San Francisco, and a reply back. It takes still longer to get plates here from a United States shipping point.

Then again, it may be a failure on the part of the U.S. agency to "get" Mr. Brown on the point of making it clear that the product advertised is Made-in-Canada. Perhaps the agency persists in putting as a signature address, Toronto, Ont., Can.—where Brown wants it to read, Toronto, Canada.

A frequent cause of complaint in such instances is the tendency of the U.S. agency to treat Canadian newspaper copy as if it were an unimportant series of "Dealer" advertisements, with art work of a character much less exalted than that prepared for magazine copy in the States.

Well, whatever the cause of his complaints, our Mr. Brown *has* the cause and *makes* the complaints—until his Big Chief over in the Home Office, U.S.A., finally gets exasperated enough to say to Brown:

"Look here Brown—if you are so all-fired sure the Canadian advertising of our product can be done better by a Canadian agency, find me the agency up there that can do it, and let me see what they can do."

By this time the Canadianized Mr. Brown has likely acquired a friend among the dozen Canadian agency men who have been after him for business. He says to this advertising man friend of his:

"Your chance has come—now prove yourself worthy of it."

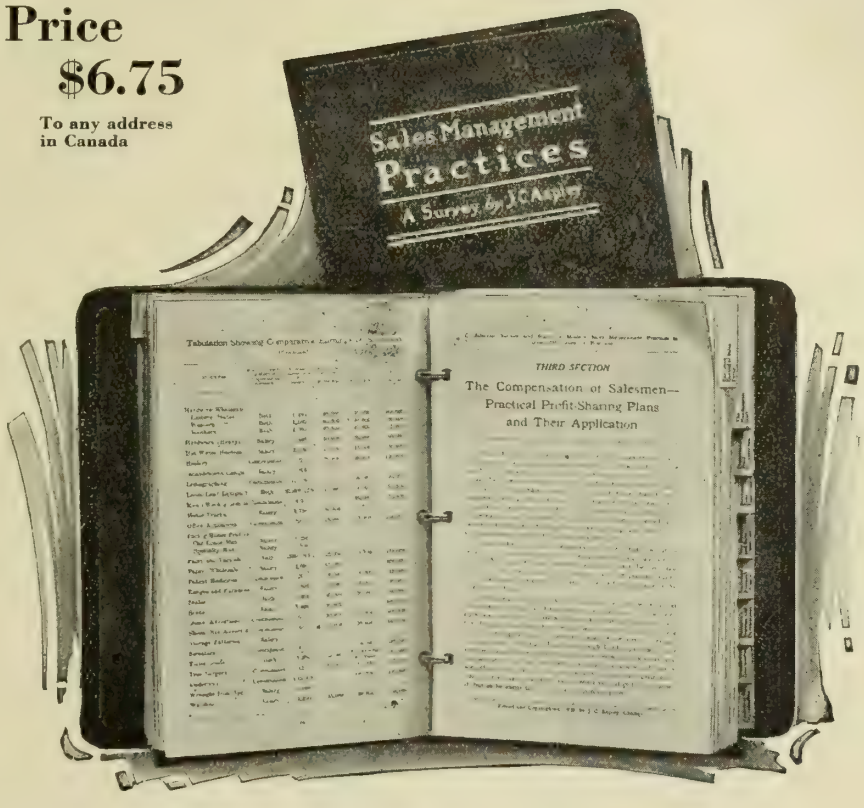
That chance has come to almost every Canadian agency—and I have not yet heard of a case where the Canadian agency was not able to prove its ability to meet the situation. In some such instances, the Canadian agency has even been known to evolve merchandising ideas that proved good enough for adoption by the parent Company in its United States selling plans.

The hypothetical case I have outlined would have a different conclusion if the agency man approached the Big Chief in the United States, without the endorsement of that Big Chief's Canadian Manager.

It is always wise for an agency man, in seeking a connection with a U.S. house, to first make sure that the Canadian branch of the U. S. house is ready to come out flat-footed

Is There a Better Way To Pay Your Salesmen?

Price
$6.75
To any address in Canada



THIS and scores of other equally timely and important questions are discussed in the new Survey of MODERN SALES MANAGEMENT PRACTICES. Profit sharing or bonus plans are popular, and show many variations. The more successful are fully described in section 3 of this Survey. Other sections on Fixing the Sales Task, Selection of Salesmen, Shaping the Sales Policy, Sales Stimulation, Keeping Tab on Salesmen, etc. give you in boiled-down, brass-tack form, suggestive methods, plans and policies used by leading firms in over 260 lines of business, with names, facts and figures.

No well-equipped sales department should be without this practical accumulation of data, embracing experience that has cost others thousands of dollars.

In loose-leaf form, complete with flexible, leatheroid binder, 250 pages crowded with sales data, blank pages for additional notes, indexes and list of supplementary references, size 5½ x 8½ inches. Postpaid, $6.75.

"Marketing"
27 E. Wellington Street, TORONTO, Canada

Here are a few of the 400 plans described in detail, with names, figures and facts secured through the co-operation of more than 900 sales managers. These examples are cited to illustrate the intensely practical character of the information gathered. There are nearly 100 charts, forms and illustrations to visualize what other successful sales organizations are doing.

Burroughs Adding Machine Co. method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby, McNeil & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, H. J. Heinz Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold job, and high water mark for sales in each line.

Method of Holeproof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantee.

Policy of Trenton Potteries Company which has resulted in greatly cutting down returned goods losses.

Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals.

Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin-Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paving way for salesmen, handling complaints, collecting money, etc.

Canadian
Business Papers
open the door to
CANADIAN TRADE

Better Business is at hand —Introduce your line to live distributors and dealers by using these representative publications with nation-wide circulation :—

Aviation and Wireless News
Canadian Baker and Confectioner
Canadian Bookman
Canadian Chemistry and Metallurgy
Canadian Dyer and Color User
Canadian Exporter
Canadian Ford Owner
Canadian Furniture Journal
Canadian Implement Trade & Power Farming Equipment Journal
Canadian Milling & Grain Journal
Canadian Motor Boat
Canadian Music Trades Journal
Canadian Stationer
Contractor
Hardware and Accessories
Insurance Bulletin
Ladies' Wear Buyer
Leather Worker
Motor Book
Phonograph Journal of Canada
Silk and Woollen Goods
Shoe and Leather Journal
Winnipeg and Western Grocer

Full market data upon request to any of these papers—all are members of the

CANADIAN
BUSINESS PUBLISHERS' ASSOCIATION

263 Adelaide Street W.
TORONTO, CANADA

and say: "Indeed we *do* need the help of a Canadian agency."

When the U.S. Agency is Obdurate

I once had the temerity to go to Chicago to solicit the account of a large corporation, even though I had not been able to induce the Canadian office of the company to openly endorse my arguments. My excuse is, that I was young at the time. I was so "young," in fact, that when Mr. Chicago manufacturer barked at me, "Go see the Star Spangled Advertising Agency" — I took him literally and sent in my card to Mr. O'Murphy of the "Star Spangled."

(Of course their name was not "Star Spangled" and his was not O'Murphy—although it should have been, to match his viewpoint and his brogue.)

Picture me, then, seated in O'Murphy's sanctum, nursing the wild idea that I could convince that wild Irishman of the imperative need —in his client's interest—that he let go his hold on a $20,000 appropriation (that being the amount of this advertiser's Canadian expenditure at the time.)

We sparred—and we implied things to one another—I about the importance of the Canadian viewpoint on Canadian advertising; he, about the insignificance of Agencies that operated in a "field" so small as eight million people.

Finally, after the sparring and the implications had brought us to a point where something definite must be said, O'Murphy took a half-turn in his revolving chair and a firmer "bite" on his aggressively-tilted cigar and gave utterance to this gem of profound and complacent wisdom:

"S'pose," said he, "we admit you Canucks know more of the Canadian market than we do. 'Tis but natural you should. But d'ye think we're going to stay ignorant about Canada? No sir—we're sending a man up to Montreal and Toronto next week. He'll spend no less than a fortnight in Canada and he'll bring back the information we need. In short, Mr. Solomon, I'll put it this way. It would take your agency longer—far longer—to master the intricate details of this client's business than it'll take us to get the facts we need to know about Canada."

I reached for my hat and coat. I had no more to say to a man who thought (or said he thought) the needed facts for a campaign in Canada could be gleaned in two weeks spent in two cities.

All men—even "big" agency men (with a few outstanding exceptions) are able to believe very much what they *want* to believe!

That was my first and last attempt to convince a U.S. agency man that a client of his would be better served in Canada by my modest self than by his own modest self.

"Copy" Difference Not the Big Reason

In approaching the Canadian Managers of United States concerns on this point of using Canadian advertising service, it is not well to lay much emphasis on the necessity of preparing entirely new "copy" for Canada. There are, indeed, many products which require for Canada, "copy" no different to that which is used to extol those products in United States publications.

Nor is it good selling psychology to dwell on the mistakes that are made by the United States agencies in planning and handling advertising that is to appear in Canadian media. Such mistakes are not made entirely because the agency that makes them is located on the other side of the boundry line. They are ——mistakes.

I did not always take that view. When I was younger in the business I had the youth's ideal of avoiding mistakes entirely; and I was ready to blame anyone who did commit errors. But experience softens that attitude and makes us more lenient in our judgements.

I recall once using the "copy error" argument in talking to a man recently arrived in Canada, who was imbued with the idea that all good "copy" perforce comes from New York. I told him about the chance he was taking of errors in his Canadian "copy" so long as he employ-er a New York agency.

"Young man," said he, "if our agency in New York ever makes an error of any kind you mention, I shall be ready to talk to you about employing Canadian service for my advertising— but our agency does not make mistakes."

That was in the month of October, about four days after our Canadian Thanksgiving day. A few weeks later my man 'phoned me, and I

knew as soon as I heard his voice that he was pretty badly upset.

"They've been and gone and done it", he spluttered. "Did you see that ad. of ours in this morning's paper. Says, 'Use Delicioso Dessert for your Thanksgiving celebration.' Think of it! Talking about Thanksgiving three weeks after Thanksgiving Day has been celebrated in Canada."

There have been many other equally amusing instances of the "Copy Error" in advertising placed in Canada by U. S. agencies.

There was the concern whose adman made it to gloat patriotically over the forthcoming celebration of Independence Day.

An almost common oversight is to let slip over into Canadian territory, "copy" which refers to "our great American spirit of Democracy" or "This great land of Freedom".

All my readers must have seen advertisements in Canadian publications, playing up the fact that the product advertised was specially made for "red-blooded Americans". Of course, we're all strictly speaking Americans — but no Canadian ever thinks of himself as such.

Another kind of error — and equally amusing — was the sending of a batch of English plates and matrices to a group of French-printed dailies and weeklies in the province of Quebec.

When a few of the publishers mildly protested that they could not use English plates, the U.S. agency is reported to have immediately dispatched a complete lot of French-printed plates to every Quebec paper on its list, failing to note that one third of those papers were English-printed dailies!

Again I say, in spite of incidents such as I have recalled, "copy errors" do not provide nearly as important a reason for using Canadian service for Canadian campaigns as do other factors that enter into the situation.

Let us examine a few of the real reasons for using a Canadian agency.

First — Any agency man will tell you that he must be close to his client in order to give him 100 per cent. service. The ideal geographical relationship is for the agency to be located in the same town as the advertiser. Such proximity results in frequent consultation; and permits of instant action on any special ser-

National Strength and Leadership

Founded on the principle of service and backed by a commercial organization whose outposts extend to the industrial centres of the world, the Hugh C. MacLean Publications stand out predominant on our national horizen.

To point the way to the development of our vast and redundant natural resources;

To assist industry in its expansion by the utilization of a growing country's energy;

To foster and promote our trade and commerce, not only as it affects our domestic growth, but also to make for our name a place in the markets of the world;

These are the aims which inspire this institution for Canada's National Development

Hugh C. MacLean Publications

345-349 Adelaide Street West, TORONTO, ONT.

MONTREAL 119 Board of Trade Bldg.
VANCOUVER—Winch Bldg.
NEW YORK 296 Broadway
WINNIPEG 302 Travellers Bldg.
CHICAGO 63 E. Adams Street
LONDON, Eng. 16 Regent Street S. W.

Reader-Interest

or Ownership

The ideal advertising medium would have as its chief characteristic the maximum of pulling power. But how could that maximum be achieved? The most successful way would be to stimulate reader-interest to a point where every reader would automatically become a purchaser of the goods advertised in its columns.

But how is reader-interest of that sort to be stimulated. The answer is to make your readers share your profits and losses.

The Sun is actually owned by the farmers of Ontario. Our readers therefore share our profits or losses, and naturally read The Sun carefully. The Sun also has by far the largest farm paper circulation in Ontario. And the lowest advertising rate.

Write us for a copy of our A.B.C. statement, and check up our methods of securing circulation. No premiums. No canvassers. From 11,000 to 46,000 in two and a half years.

The

Farmers' Sun

299 Queen St. W., Toronto

Member A.B.C.

46,000 Circulation

Every Other Day

vice feature that unforeseen circumstances may call for.

Second — The Canadian Branch of the United States concern sometimes finds it advisable to put the major portion of its selling energy behind a product that occupies but a minor position in the United States factory.

An instance of this kind is under my observation in our own office, as I write this. The product which this client is pushing hardest in Canadian territory, is one for which their U.S. agency is seldom asked to prepare copy.

Third — The average United States agency has a limited knowledge of Canadian media.

As it is possible, by the use of the wrong publications, to waste hundreds of dollars out of an appropriation of only a few thousand, it is surely worth while to provide against that kind of "leakage" by employing an agency that has more exact knowledge of the available media than is to be obtained by a scanning of newspaper directories or even A. B. C. Reports.

Fourth — The average United States agency has a limited knowledge of Canadian geography. It is a widely accepted fact that Canadians know the United States far better than the people of the United States know Canada. This applies to advertising agencies almost as fully as to men in other walks of life. I have met a great many agency men in the United States—and, with two exceptions, they exhibited so scant a knowledge of Canada's geography and of the comparative buying power of the various provinces, that one wondered at their temerity in attempting to advise clients on the spending of advertising appropriations in this country.

Fifth — It frequently happens that the "copy" put out in the United States for a product, is based upon wide distribution of that product; whereas, that same product that has obtained such complete distribution across the border is only commencing to get its distribution in Canada.

In such a case, widely different advertising methods are called for in Canada, as compared with those appropriate to the situation in the United States. Does the average U. S. agency take cognizance of this and prepare its Canadian campaign in accordance with the different status of the product?

Sometimes it does. But more often it is "too much trouble" to prepare special "copy" and arrange special schedule to fit the requirements of an appropriation so insignificant in the eyes of the big U.S. agency as that commonly set aside for Canada.

The Canadian agency, on the other hand, considers as a fair-sized account, the expenditure which the U. S. agency looks upon with scorn. We agency men of Canada—in common with most Canadian business men—are building for the future. We recognize the limitations placed on all trade in our country, by the natural restrictions of a limited population—and we are content to accept the smaller monetary rewards which are the portion of those who, knowing they could double (and possibly quadruple) their incomes by migrating to the bigger country to the South, remain here in the land of their birth because of a deep-rooted conviction that Canada is "God's Country"

Possibly some of my readers will say I have been "too hard on the United States agencies."

I would not like to leave the im-

Automobile Registrations in Canada

By Provinces 1903 to 1921

Year	Alta.	B.C.	Man.	N.B.	N.S.	Ont.	P.E.I.	Que.	Sask.	Total
1903	. .	. .	. .	. .	. .	220	. .	. .	. .	. .
1904	. .	. .	. .	. .	. .	535	. .	. .	. .	. .
1905	. .	. .	. .	. .	. .	553	. .	. .	. .	. .
1906	41	. .	. .	. .	. .	1,176	. .	. .	. .	. .
1907	55	175	. .	. .	62	1,500	. .	254	54	2,100
1908	45	263	414	104	47	1,700	. .	296	86	2,961
1909	275	504	662	167	69	2,400	. .	485	149	4,711
1910	423	1,026	1,524	299	148	4,200	. .	786	531	8,937
1911	1,631	2,220	2,599	483	228	11,339	. .	1,878	1,304	21,682
1912	2,505	4,289	4,770	700	456	16,266	. .	3,535	2,268	34,789
1913	3,573	6,138	5,406	824	511	23,700	26	5,452	4,659	50,489
1914	4,728	6,668	7,001	1,260	541	31,724	30	7,413	8,027	67,415
1915	5,832	7,440	8,027	1,900	971	42,346	35	10,112	10,225	87,673
1916	9,703	8,576	11,953	2,986	1,728	54,375	50	15,347	15,600	120,318
1917	20,800	11,386	17,333	5,249	5,678	84,353	301	21,702	32,500	199,302
1918	29,500	15,828	24,389	6,475	8,103	109,374	481	28,333	47,239	269,722
1919	34,000	19,500	29,163	8,061	9,900	139,288	999	29,183	54,792	324,886
1920	38,500	28,000	36,322	11,101	12,450	176,600	1,418	44,900	59,708	408,999
1921	39,571	29,373	39,728	12,514	13,698	201,578	839	55,271	66,059	458,631

pression that I belittle the service rendered by the outstanding agencies beyond the border. "Wonderful" is not too strong a word to describe some of their achievements. And most of their attempts to retain the Canadian appropriations of their clients are doubtless inspired by a pardonable (if mistaken) belief in their own superiority.

I must, however, admit that the desire to "keep the Canadian appropriation in the office, irrespective of clients' interests, is not universal among U.S. agencies.

Just recently I have been in close contact with one of those agencies that take the broader view.

The president of this agency had been receiving a good many complaints from the manager of the Canadian Branch of one of his clients. The Canadian Manager could not just put his finger on what was wrong, but he did have a deep conviction that something was wrong. Every few days some little pin-prick would occur; some need arising for a letter going down to the United States agency complaining of the way some feature of the Canadian campaign was handled.

Finally, this United States agency man came to Canada to see for himself why he was failing to please the Branch Manager. It took him just two days to analyze the situation sufficiently to realize that his office was separated from the Canadian branch office by so many miles that the necessary close co-operation between agency and client would be impossible. Without going into Canadian details, I will just point out that this agency man, before he left for home, said to the Canadian Factory Manager in whose interests he had come to Canada:

"I throw up my hands. It is an utter impossibility for me to properly look after your Canadian advertising. Hunt up a good agency right here in your own country—that's the only logical course for you or for any other Canadian Branch of a United States Company to pursue."

* * *

The average annual maple sugar and syrup output of Canada averages over 20,000,000 lbs., of which Quebec province contributes more than half. The Federal Government has passed a stringent act to prevent adulterated imitations. By-products include vinegar, malic acid and bimalate of lime, the best known constituent for baking powder.

Premier Position Maintained

IN common with every other Canadian Farm Paper, the total lineage carried in THE OTTAWA FARM JOURNAL for the year 1921 shows a considerable shrinkage when compared with 1920.

The number of individual advertisers has, however, been well maintained, the decrease being in size of copy used.

"Marketing" Figures in their issue of February 15th show that THE OTTAWA FARM JOURNAL still *leads the Canadian Farm Papers* (with one exception) *in total lineage.*

Here are the figures of the Farm Press of Eastern Canada:

Lineage 1921 Farm Papers

	Lines
Family Herald and Weekly Star (Western)	789,001
OTTAWA FARM JOURNAL	**647,227**
Farmer's Advocate (London)	590,310
Farmer's Sun	558,609
Canadian Countryman	498,326
Farmer's Magazine	366,885
Canadian Farmer	333,359
Farm and Dairy	261,044

The continued support given our paper is extremely gratifying, and urges us to redouble our efforts in the coming year in the interests we serve.

Your Spring Schedules should contain liberal representation in the dominant farm medium of Eastern Ontario and Western Quebec.

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA **ONTARIO**

Average Paid Circulation for Year 1921 **24,103**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Dairy Farmers are Wealthy!

FOR eight successive years dairy farmers in Canada have enjoyed uniformly high prices. The field is therefore one of established prosperity—prosperity which has placed the dairyman (according to Government Survey) as the highest cash earners per hundred acres of any rural class in Eastern Canada.

Farm and Dairy, established 1880 by a Joint Stock Company of dairy farmers and dairy cattle breeders, is the only publication in Canada specializing on the dairy field. It is the Educational medium of The Nova Scotia Dairymen's Association, The Montreal Milk Shippers Association (English Section), The Eastern Ontario and Western Ontario Dairymen's Associations, and the United Dairymen Co-operative Limited of Ontario. Its circulation is exclusively to men in some branch of the Canadian dairy industry and is mostly concentrated in Ontario — the chief dairy Province of the Dominion.

FARM & DAIRY

The National Dairy Magazine

Member A.B.C.
Reports on request.

PETERBORO, ONTARIO

Business Paper Publishers Form Own Organization

The Canadian Business Publishers' Association was organized in Toronto a few weeks ago, Adam F. Penton being elected president. The organization at present includes 23 publications of a trade or technical character, and the executive are convinced that many more members will be enlisted in the very near future.

Findlay I. Weaver is secretary of the organization and Harold W. Thompson treasurer. The executive consists of the following members: E. J. Holliday, Montreal; John L. Jackson, Winnipeg; Weston Wrigley, Toronto; A. L. Gowe, Toronto; L. E. Westman ,Toronto; and John R. Fullerton, Toronto.

One of the first objects of the new association will be to conduct a publicity campaign in the interest of trade and technical publications and to make the business interests represented by these periodicals better known abroad.

The standards of practice of the organization are as follows:

1. To consider, first, the interests of the subscriber.

2. To subscribe to and work for truth and honesty in all departments.

3. To eliminate as far as possible, his personal opinions from his news columns, but to be a leader in thought in his editorial columns, and to make his criticisms constructive.

4. To refuse to publish "puffs," free reading notices or paid "write-ups"; to keep his reading columns independent of advertising considerations, and to measure all news by this standard, "Is it real news?"

5. To decline any advertisement which has a tendency to mislead or which does not conform to business integrity.

6. To solicit subscriptions and advertising solely upon the merits of the publication.

7. To supply advertisers with full information regarding character and extent of circulation including detailed circulation statements subject to proper and authentic verification.

8. To co-operate with all organizations and individuals engaged in creative advertising work.

9. To avoid unfair competition.

10. To determine what is the highest and largest function of the field which he serves, and then to strive in every legitimate way to promote that function.

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Lottery Promoter Convicted

A conviction against the promoter of picture puzzle advertising is expected to have an important bearing on other advertised contests of a similar nature carried on throughout Canada largely in farm papers. Alleged to have conducted a lottery in connection with a picture puzzle contest to advertise "Laymore" and also fountain pens sold by the Mayer Co. of Minneapolis, Henry G. Myser was found guilty by Judge Coatsworth at Toronto. Evidence showed that Myser as agent for the Mayer Co. had an office at Weston, Ont., where contestants sent in their solutions of a picture puzzle to advertise "Laymore," a food which, the advertisement claims, would increase the egg-laying activities of hens. Myser admitted that 7,300 contestants had invested $17,500.

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No Advertising On Toronto's Garbage Cans

The proposal of the Ontario Sanitary Cabinet Company which is reported to be the Canadian branch of an American concern, to place refuse cans bearing advertisements on the corners of Toronto streets was "canned" by the city council on February 20th, after a discussion of the matter involving the experience of United States cities which granted a similar privilege.

It was stated that in Baltimore the sum of $12,500 per annum is paid for the franchise whereas the proposal put up to Toronto for the same number of cans (500) would net the city only $2000 per annum.

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The Toronto office of the Wm. H. Rankin advertising agency has recently sent out contracts and instructions for the advertising of the Canadian National Carbon Co. Ltd.

Willison With Sykes Muller Co.

Mr. Walter Willison has joined the staff of the R. Sykes Muller Co. Limited, and will be located at the Toronto office of this agency. Mr. Willison was for 2½ years the London, England, correspondent for a Toronto Daily; subsequently the head of the Educational Department of the Canadian Food Controller's Office; afterwards correspondent with the Canadian corps in England, and until recently, head of the Editorial Department of the Canadian Re-Construction Association.

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Sir David Watson Dead

Major-General Sir David Watson, commander of the Fourth Canadian Division in France, and managing director of the Quebec *Chronicle*, with which paper he had been associated since 1891, died on Feb. 18th, in his 51st year.

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Alexander MacKenzie, who was made sales manager of the Canadian National Carbon Co. Ltd., in 1920, has recently been given charge of sales for both the National Carbon Company and also the Prest-O-Lite Co. of Canada Ltd. C. F. Welch has been appointed Ontario sales manager for both companies.

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The Hamilton Advertisers' Agency Ltd., has secured the advertising account of the Boyce Moto-Meter Company, Hamilton.

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Frank E. Payson has been appointed special representative in Vancouver for a list of Western Canadian dailies which includes the Winnipeg *Tribune*, Regina *Leader-Post*, Saskatoon *Star-Phoenix*, Edmonton *Journal*, Calgary *Herald*, and also the Alberta Farmer. W. E. Bradone-Jack is associated with Mr. Payson in the Pacific Coast representation of these papers.

Textile Men Told They Must Reduce Cost of Selling

A point frequently discussed in these columns of late, namely, the high cost of selling, was emphasized by Sir Charles Gordon, vice-president of the Bank of Montreal, and past president of the Canadian Manufacturers' Association, in the course of an address on the "Financial Situation in Canada" given at the Textile Products' Exhibition at Toronto last month.

"Curtailment in the cost of distributing goods and in overhead expenses generally is imperative before business can be placed on a sound foundation in Canada or, for the matter of that, in any other part of the world," said Sir Charles.

"I know it is not a popular note to sound, but there can be no doubt the cost of distributing goods is far too high, and it must be reduced."

Addressing the retailers at the same function, P. H. Sparks, of Ottawa, president of the Canadian Garment Manufacturers' Association, made a strong appeal for patronage of home industries, not on the ground of patriotism alone, but because the home product was the equal, and in many cases superior to the imported article.

This, he declared applied particularly to the clothing trade, which was 100 per cent. efficient. It did not matter whether it was judged from the standpoint of workmanship, design or all-round quality, the Canadian product would compare with anything produced in the world. No combine existed in the clothing trade in Canada and no tariff could affect the price of clothing in any degree, as the industry was carried on under highly competitive conditions.

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Scientific Research

The Advisory Council for Scientific and Industrial Research recently appeared before the Ottawa government to urge the passing of a new bill to grant half a million dollars for the establishment of a National Research Institute. Last year the grant was passed by the Commons but was defeated in the Senate. It is believed that there is now a better chance of it passing both houses.

The wide national importance of the work of the Scientific and Industrial Research Council is indicated by the following activities which have been undertaken since it was inaugurated: Wheat genetics, including investigation into rust, which last year did $19.00,000 worth of lamage in the Prairie Provinces; flax cultivation; cold storage research; the Fraser River salmon industry; forestry; iron ores; fish-curing; industrial alcohol; the utilization of fish waste; the smelting of Canadian ores; the properties of helium; the conservation of natural gas; industrial fatigue; the utilization of scrap leather; refractory materials; the utilization of wheat straw; the peat industry; the briquetting of Canadian lignites, .etc

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John T. Hawke, proprietor and editor of the Moncton (N.B.) *Transcript*, died on Feb. 17th, in his 66th year. He formerly worked on Toronto, Ottawa and Hamilton papers.

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W. C. Macdonald Reg'd. Inc., Montreal, is marketing a new cigarette.

You Should Have A Set of these Maps

Showing the Distribution of Canada's Population

MAPS of each Province of Canada, size (17"x12)" showing counties, cities, town and villages, railroad lines—in fact every thing that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing and Business Management

27 E. WELLINGTON ST., TORONTO, CANADA.

What Class of People does your Advertising Reach?

The

Daily British Whig

gives you the greatest number of the best class in Kingston District and Eastern Ontario.

Write for detailed analysis of circulation, showing where every advertisement goes.

Member of the A.B.C.

Average Circulation for last half of 1921 was

6,918

A Growing Newspaper Growing Greater

The Examiner

The Only Daily Paper published in

PETERBORO, ONT.

"The Electric City"

Must be used if advertisers desire to cover the Largest Trading Centre of Midland Ontario. It is supreme in its field.

Sworn Daily Circulation . **7,350**
Sworn Weekly Circulation **2,700**

Total Circulation Exceeds
10,050

This circulation represents a buying power absolutely indispensable to advertisers desiring to cover this field.

Member of the Audit Bureau of Circulation

Address all enquiries to
R. M. GLOVER
Manager
Examiner Office

Toronto Publicity Bureau Being Organized

Following a most successful meeting at the King Edward Hotel, Toronto, a few weeks ago, when nearly $20,000 were subscribed to provide a publicity appropriation, the organization of the Toronto Publicity Bureau is being proceeded with, and activities will not be begun for a month yet.

At present the officers are temporary. It has been announced that when the fund reaches $50,000 a meeting of the subscribers will be held and permanent officers appointed. The Board of Trade, the Harbor Commission, Ontario Motor League, the Rotary, Kiwanis and other local clubs are all interested in the project.

* * *

Retail Store Management Problems

It would be difficult to state a problem relative to retail store management that is not covered in "Retail Store Management Problems" by D. K. David, assistant professor of marketing at Harvard University, and published by the A. W. Shaw Co. ($6.75 net). The book is divided into nine parts, the first dealing with the Field of Retailing. Other divisions deal with Accounting Problems, Statistical Problems, Organization Problems, Merchandise Problems, Selling Problems, including Advertising, Stock Problems, Buying Problems and General Administrative Problems.

The problems discussed were contributed by the executive of over one hundred and twenty stores. They present a comprehensive study of the questions constantly involved in the management of retail stores of various sizes and types, and which arise in shaping their merchandise and non-merchandise policies. A study of this book will enable the reader to crystallize store problems as a first step towards solving them, and for those who wish to make a more extended study, a bibliography of important books on the subject of retailing has been included.

* * *

Cigarette Sales Increasing—Cigars and Tobacco Down

Interesting figures concerning tobacco consumption in Canada have recently been compiled for the past five years. The cigar consumption in 1921 is reported to be the lowest since 1903. On the other hand, a billion more cigarettes were consumed in 1921 than in 1917. The totals for the five years are as follows:

	Cigarettes	Cigars	Tobacco
1917	1,582,306,495	243,851,689	20,556,720 lbs.
1918	1,641,333,838	225,471,121	20,289,896 lbs.
1919	2,183,785,532	265,942,787	21,303,878 lbs.
1920	2,427,140,799	236,968,651	19,836,461 lbs.
1921	2,538,682,956	182,874,116	19,039,041 lbs.

Heavy taxation is given as the cause of the drop in consumption of cigars and tobaccos.

* * *

The Messervy Battery Factory at Brampton, Ont., has been sold to a United States firm who will enlarge it.

* * *

It is announced that the application for receivership for the Columbia Graphophone Manufacturing Co., Wilmington, Delaware, does not affect the Columbia Graphophone Factories Corporation of Maryland which owns the Toronto plant.

Western Ontario Publishers Condemn Split Commissions

At the recent organization of the Western Ontario daily newspaper publishers, noted in the last issue of MARKETING, the practice of splitting commissions by agencies was vehemently condemned and the following resolution was unanimously carried:

Resolved—That this meeting of the Western Ontario Daily Newspaper Publishers request the advertising committee of the C.D.N.A. to refuse recognition to any agency which splits commission, and the members present individually pledge themselves to back up the committee by refusing to allow commission on advertising from any agency reported guilty of splitting commission.

The reduction of agencies commissions, the withdrawal of commissions from agencies that split commissions, the maintenance of present advertising rates, and other matters of similar character were dealt with. Arthur Partridge, promotion manager of the C.D.N.A., delivered an address.

The next meeting will be held at St. Thomas in April.

* * *

New General Motors Unit Organized

The Oakland Motor Car Co. of Canada, Ltd., a new subsidiary of the General Motors of Canada Ltd., has been organized, and will commence operations in March. R. S. McLaughlin is president of the new company. R. D. Kerby, in addition to his duties as sales manager of the Oldsmobile Company, will temporarily handle sales of the Oakland in Canada.

* * *

Big Decline in Trade

During the ten months of the fiscal year ending January 31, total Canadian trade declined by $890,826,381, as compared with the corresponding ten months of the previous year, namely: Total trade for ten months ending January, 1921, $2,150,232,774; for ten months ending January, 1922, $1,260,206,393, a decrease of $890,026,381.

Total Canadian trade for the months of January amounted to $98,573,937, in comparison with $154,186,081 for January of last year, a decline of $55,612,144.

Exports of Canadian merchandise for last month totalled $46,198,080; in January, 1921, $80,912,816. In the two ten-month periods exports of Canadian merchandise were: 1922, $634,654,918; 1921, $1,053,833,535.

Cobalt Nugget in Hands of Receiver

Action for a receiver and for the sale of the assets of the Cobalt Daily Nugget Ltd., publishers of the North Bay *Nugget*, has been taken by the Trusts & Guarantee Co. Ltd. The publication will be continued by the receiver until sale or reorganization is effected.

* * *

McConnell & Fergusson Ltd., London, have recently sent out new contracts for the Alabastine Co., Ltd., Paris.

What The British Manufacturer Should Know About Canada

Continued from page 201

by the United States, 56% by Canada and 9% by Great Britain. When the compilation of the figures for 1920 is complete, we are told that it may be found that the 34% representing the proportion of securities held by United States capitalists, has increased to nearly 50% and that the British percentage has increased little or not at all. It is probable that United Kingdom firms will in many instances secure better results by manufacturing at home and exporting to the Canadian market. At the same time, in certain lines, when the competition in Canada is exceptionally keen, the establishment of branch factories under the direction of British rather than of foreign capital is a matter for the serious consideration of British trade and financial interests."

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Canada Needs 500 Trade Agents Abroad

According to Col. John A. Cooper, late Canadian publicity agent in New York, Canada needs 500 trade agents abroad, in addition to her twenty-five trade commissioners, to deal with foreign trade and to give Canada the necessary publicity abroad.

"Canada advertises abroad through her trade commissioners, who do not exceed twenty-five in number, a totally inadequate force for the work," says Col. Cooper. "Five hundred are what we need. The United States have 1,200 trade agents on whom they spend $2,500,000 a year—foreign countries paying the bill. On every invoice of goods imported into the United States the exporter has to pay $2.50. There are 92 trade agents (or consuls) of the United States in Canada, who, in 1920, collected $490,000 while their expenses amounted to $270,000. If Canada were to employ this policy she could pay 92 trade agents in the United States with the fees they could collect and have enough left to maintain a minister at Washington in the style of an ambassador. Canada's lumber, paper and pulp, fisheries, minerals and other marvellous natural resources, need advertising in the world's markets, and Canada as a nation must tell the world what she has to sell."

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The value of the free gifts of the people of Canada for war purpose, including the Patriotic and Red Cross Funds and a great variety of other agencies, was estimated at the close of the war to exceed $98,714,900, being $11.37 per capita of the total population.

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Sevens, Gibbs and Baumann Inc., New York, have been appointed U.S. representatives for the St. Thomas *Times Journal.*

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Commercial

& Retail Merchants' Review

For over forty years the only authoritative journal on retail merchandizing in Western Canada. It devotes a large amount of its space to dry goods, wearing apparel and retail problems, and reaches 75% of the purchasing power of the West.

HUGH C. MACLEAN WESTERN LIMITED

VANCOUVER WINNIPEG

Western Lumberman
Western Canada Coal Review
Western Canada Contractor & Builder

What Do *You* Know About *French* Quebec?

Do you still believe in fairy tales, like *The Habitant* and *Jean-Baptiste?* Or do you realize that French Quebec represents over 25 per cent. of the population of the whole Dominion, and is chokefull of actual and potential ***business?*** Without the co-operation of French Canada ***"100 per cent. publicity"*** is an idle dream.

Marketing and distribution problems in French Canada hold no secrets for us. We're here to help you. All and any information cheerfully given. We invite correspondence.

Established for over 35 years Member A.B.C.

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French

IN APPRECIATION

In spite of adverse conditions

Over 265 National Advertisers

used THE TIMES-JOURNAL in their advertising campaigns and to such an extent that the volume was well maintained as compared with the previous year.

This is convincing

evidence of the confidence national advertisers have in the advertising value of THE TIMES-JOURNAL, and in expressing appreciation, assurance is given of continued co-operation and service.

Yours for 1922

The Times-Journal of St. Thomas, Ltd.

Daily Net Circulation over 9,100

An Analysis of the Canadian Market

Continued from page 199

live in, it will be well to turn our attention for a moment to the means of getting your product into their hands.

The accompanying Table furnishes the total number of retail stores in each province, by lines of business. In considering these figures it should be remembered that the 12 largest cities in Canada contain one-third of all the retail stores. Nearly one-fifth of the grocery stores in Ontario, for instance, are in the city of Toronto. Two thirds of the grocery stores in Manitoba are in the city of Winnipeg.

(Complete figures, showing the number of retail stores by lines of business in 135 Canadian cities and towns are published in the 1922 edition of *Lydiatt's Book*, from which source most of the statistics included in this article are compiled. An announcement concerning the latest edition of this annually revised Canadian handbook will be found elsewhere in this issue).

The essential facts about the Canadian market having been briefly presented we may now consider what sort of products Canadians import from abroad, the countries from which these imports are derived, and the destination of the goods in Canada.

The accompanying chart headed "Where Imports Go" shows graphically the proportion of goods absorbed by the various provinces of Canada. Here, again, there is need for caution in accepting this broad presentation of facts. It must be remembered that a big percentage of the imports absorbed by Ontario and Quebec are raw materials which go into the manufacture of products later distributed over the other provinces.

The other chart indicates the proportion of Canadian trade enjoyed by the United Kingdom, the United States and other countries.

The following table furnishes a list of the products which Canada finds it necessary to import in large quantities from the United States and abroad.

Principal Articles Imported for Consumption

	12 Months ended December	
	1920	1921
Animals, living	$3,280,354	$2,578,435
Articles for Army and Navy	212,308	247,388
Asphaltum and Asphalt	642,366	557,798
Books and printed matter	13,574,750	12,461,545
Breadstuffs	27,629,259	14,191,627
Bricks, clays and tiles	4,034,324	2,348,202
Butter	629,727	1,718,305
Cheese	260,845	337,778
Chemicals	26,675,833	15,504,129
Clocks and watches	4,047,105	2,463,737
Coal—Anthracite	36,773,351	40,293,639
Bituminous	61,260,247	48,631,095
Cocoa and chocolate	5,116,128	3,137,364
Coffee	5,304,386	3,285,837
Cotton	124,336,700	66,877,103
Curtains and shams	705,133	387,196
Earthenware and Chinaware	5,791,069	4,898,780
Eggs	3,051,833	2,338,108
Fish	4,056,203	3,077,190
Flax, Hemp and Jute	18,728,111	7,479,173
Furs	11,994,508	5,642,351
Hides and Skins	16,128,997	4,724,457
Jewellery	1,273,751	859,234
Lard	3,182,240	1,496,893
Leather	13,408,731	6,605,182
Meats	10,795,957	10,777,142
Metals:		
Brass	6,337,775	3,493,272
Copper	10,642,159	3,824,767
Gold and Silver	1,152,453	709,083
Iron and Steel	213,316,321	102,467,745
Lead	2,589,380	262,280
Tin	15,395,518	5,997,773
Zinc	681,221	404,544
Musical Instruments	4,101,438	2,303,658
Paints, colors and varnish	5,337,733	2,824,618
Paper	14,059,046	8,390,160
Petroleum:		
Crude Oil	28,633,905	23,815,805
Refined Oil	18,341,414	12,431,925
Pickles and sauces	764,876	572,516
Ribbons	4,593,721	2,056,315
Rubber	19,937,289	7,638,062
Seeds	5,877,212	2,057,058
Settlers' effects	10,960,302	8,426,361
Silk	38,513,597	20,623,339
Soap	1,698,545	1,219,726
Stone, marble and slate	4,851,814	3,195,950
Sugar and Mollasses	84,653,330	59,205,565
Tea	11,264,863	8,170,486
Tobacco	15,718,180	10,589,745
Tobacco pipes, etc	1,396,472	1,184,689
Vegetables	6,265,907	4,575,486
Vehicles	32,387,605	20,917,235
Vessels	3,710,235	1,150,765
Wood	31,244,982	17,387,967
Wool	84,427,832	32,047,635
Total principal and other articles imported	$1,336,921,021	$799,394,593

These facts will enable manufacturers in foreign countries to form a rough conception of the type of products which can be sold with least resistance in Canada, as well as furnishing a general idea as to which provinces of Canada offer the best market for their particular line.

* * *

The newly organized Beaver Truck Corporation Ltd., Hamilton, is using large space to announce changes in the company's plans. The copy has been prepared by the Sykes Muller advertising agency, Montreal.

* * *

New copy for Magic Baking Powder has been sent out in the last month by the Norris-Patterson advertising agency, Toronto.

The annual conference of the Dominion Fruit Growers Association opened in Ottawa on Feb. 22, with over a hundred delegates from every part of Canada in attendance. Standardization of fruit package was one of the many important subjects discussed.

* * *

New copy for Goodyear tires has recently been sent out by the Baker advertising agency, Toronto.

Tax Exemption for New Industries Wanted in Quebec Province

A number of municipalities in Quebec Province have petitioned Premier Taschereau to urge that, in the revision of the Cities and Towns Act, consideration should be given to the fact that the province is prohibited by law from offering the inducement of tax exemption to new industries. It is not anticipated that the other provinces will change their practice in this regard, and pressure is being brought to bear upon the Quebec Government to institute legislation that will put Quebec on the same footing as her sister provinces.

* * *

Canada Has Greatest Gold Mine on Continent of North America

Hollinger Consolidated Gold Mines, Limited, Northern Ontario, in its financial statement for the year 1921, firmly establishes this Ontario mine as one of the leading gold-producers of the world. The value of gold and silver produced amounted to the sum of $10,031,050, or more than $3,000,000 over the previous year's total. Operating charges amounted to $5,222,855, which leaves a net operating income of $5,091,659. From this the sum of $1,064,732 was written off for taxes and depreciation of plant, leaving a net profit for the year of $4,026,927.

* * *

New British Trade Ship Being Built

"British Industry" is the name of a large motor vessel that is being constructed in Britain for trade exhibition purposes. The Federation of British Industries are interested in the project, which is now taking concrete form.

It is proposed that the vessel shall make an initial tour of 42,000 miles, visiting Africa, Australia, New Zealand, South America, Japan, India, China, not forgetting Canada.

Thirty-four ports of importance will be visited; the tour will occupy 18 months. There will be accommodation on board for 300 salesmen. The voyage is an initial trip which will mark a new era in British salesmanship, which will not only tend to repair the ravages of war, but will open up fresh markets all over the world.

* * *

Another U.S. Firm Locates in Canada

A syndicate of Binghampton, N.Y., capitalists have purchased a controlling interest in the 1900 Washer Company which has a large plant in that city and another in Toronto.

* * *

Canada has one telephone for every ten persons.

* * *

Barnet Braverman, who has been associated with the direct mail advertising department of Grip Ltd., Toronto, has been given charge of the layout department of the Curtis Co., Ltd., Windsor .

* * *

Ralph F. Burley has succeeded L. V. Selman as advertising manager of the Beaver Board Companies, Buffalo, N.Y.

QUEBEC FARMERS LEAD AGAIN

While his Ontario fellow workers have an average of $1050 to spend out of the 1921 field crop—the Habitant derives $1367 from the same source. Go after that surplus $50,000,000 through the medium of

Le Bulletin des Agriculteurs

French Canada's Leading Farm Weekly

It Can't Be Done!

You can't cover Quebec City by using one newspaper. You can't cover it by using one French and one English paper.

Because

the city circulation of the largest French paper is 13,000. The city circulation of L'EVENEMENT is 9,000. Only 16% of the circulation of L'EVENEMENT duplicates that of the other French paper.

Therefore

7,560 families in Quebec City—between 40,000 and 50,000 people, admittedly the very best of the buying population—can be reached only through

L'EVENEMENT

QUEBEC

Can You Afford Not To Use It?

88,536 POPULATION

The 1921 Census gives Prince Edward Island a total population of 88,536, which means a population of 42.91 per square mile, as compared with 1.93 per square mile for the whole of Canada. This compact, well-to-do population is 100% English-speaking a market well worth winning and easily won by using—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

Our Motto—"Accuracy & Efficiency"—
is also our *practice*.

For
MULTIGRAPHING
MIMEOGRAPHING
DIRECT-BY-MAIL
ADVERTISING
or *Public Stenography*

write, phone, or see

Page Steno-Service

Rm. 605, Continental Life Bldg.,
157 Bay Street, TORONTO, Ont.
Phones—
Main 830
Evgs.) Park 4876W

THEY don't pull in different directions—they don't pull separately — *advertising* and *selling* are the twins that *enlarge* and *stabilize* your business.

S·D&M LIMITED

SMITH, DENNE & MOORE
Limited
General Advertising Agents
TORONTO Lumsden Bldg.
Montreal New York London

Canadian Newspapers Publish Retail Organs

Manufacturers entering the Canadian market will be interested in the special service offered by Canadian dailies which publish organs addressed to the retail merchants in their respective territories. The first of these to appear was issued by the Toronto *Globe*, the Winnipeg *Free Press* and the Ottawa *Citizen* following almost simultaneously some months later.

The Retail Merchant's Globe was the first tangible evidence of the awakening of Canadian publishers to the necessity of carrying on co-operative merchandising service, which has become such an important function of the newspaper as a medium of national advertising.

Previous to its appearance a number of Canadian publishers had given a new slant to what was then usually known as the "promotion department" of their papers, and began to offer merchandising co-operation of one kind or another to national advertisers. This usually took the form of replying to questionnaires regarding conditions in their locality, or in notifying the trade of a new sales push for certain products.

The merchants' regular publication of a paper especially addressed to retail, fills a wider and more specific function, however. They keep retailers informed of conditons in the various trades, furnish them with selling and advertising ideas, and notify them of new advertising campaigns starting in the parent publication which will have an effect upon demand in their stores.

They do not compete with the regular trade paper inasmuch as they do not confine themselves to any one line of business; but they are not less inspirational. *The Retail Merchants Globe*, the "daddy" of the group in Canada, has steadily maintained and improved the excellent editorial standards set by the first few numbers. Each issue contains new stories from various cities and towns in the province of Ontario, where its circulation is concentrated, informing other merchants of the successes of retail stores in various parts. Activities of the various sections of the Retail Merchants' Association are fully recorded. Considerable space is given to price fluctuations, market trends, changes in the personnel of manufacturing concerns, and the sale of retail businesses. This well-edited, informative and inspirational matter forms the background for the essential service the paper performs, namely, to acquaint retailers with the plans of national advertisers in their territory. Advertisements from coming campaigns are reproduced and dealers are urged to co-operate with manufacturers by stocking and displaying he goods advertised.

The Winnipeg Free Press *Retail Merchants Monthly*, and *The Citizen Retailer*, published by the Ottawa *Citizen* were started simultaneously about eighteen months ago. They are doing identical service in their respective fields.

All three paners are well though of by the dealers, and manufacturers doing business in Canada will be well advised to take full advantage of the opportunity of closer dealer contact which they afford.

✣ ✣ ✣

The Montreal office of the Smith Denne & Moore advertising agency have recently placed new and large copy for the E. B. Eddy Co., Ltd., Ottawa, advertising this firm's matches. The first advertisemen' contains some interesting statistics concerning he production of matches in the Eddy plant.

✣ ✣ ✣

The large copy for the Sheet Metal Products Company which has been in course of preparation by the James Fisher advertising agency for some time has now been released, featuring the trade character of Mr. SMP, a character whose body, head and limbs are made up of various articles of enamelware.

New Line of Candies

McEachern-Greenway-Coutts Ltd., wholesale confectionery distributors, Toronto, are entering the manufacturing field in a big way, and will shortly market throughout Canada a line of their own to be known as "Sweetest Maid Candies, Registered."

Unusual display matter and national advertising will feature the first specialty to be produced under this new trademark, i.e., "Golden Meltaways."

W. H. C. McEachern is the directing energy behind the new project, and associated with him as manager of production is A. O. Coutts. The concern will shortly occupy a new three-storey building at 1303 Queen St., W., Toronto.

A. McKim Ltd., Toronto, handle the firm's advertising account.

✣ ✣ ✣

During the past three years fifteen new factories have been located at Peterborough, Ont.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

The Letter That Gets The Check

the order, the inquiry, the interview, the job, or whatever you want *you can write it!* Wonderful new system by world's greatest letter writer. All the latest ideas that Get Action, including 500 Successful Letters. **The Master Letter Writer**, by Ad Man Davison is for both expert and novice. Covers all classes of business. Tested, effective methods, quickly mastered, that make busy men sign order blanks write checks, dictate repeats. Thousands of money-making ideas, plans, helps, not found in a $100 correspondence course, 704 pages, substantially bound in cloth, lettered in gold, price $5. Fully guaranteed. **Send No Money.** Simply pay postman upon receipt. *Or folder upon request.* Write Desk **Opportunity Press**, 681 Fifth Av., N.Y.

Former Canadian Publicity Commissioner will address Toronto Advertising Club

Colonel John A. Cooper, former Canadian Publicity Commissioner at New York, will address the Toronto Advertising Club at the King Edward Hotel, Thursday evening, March 2nd, at 6.30. The address will be upon advertising particularly as connected with his experience while Colonel Cooper held his public office for the Dominion Government. The occasion will be a banquet.

At least one other meeting of the Advertising Club is being planned for this month, and speakers are being booked for a conference on direct advertising, art and color, and retail selling.

* * *

An entirely new campaign for children's shoes has recently been sent out by the James Fisher advertising agency, Toronto, for J. W. Hewetson Co. Ltd., Brampton and Acton, Ont. The first advertisement featured a row of babies each bearing a letter of the manufacturer's name, and also the trade mark of a baby with its feet turned up showing the natural shape of Hewetson shoes.

* * *

The Financial Advertising Co. of Canada Ltd., Toronto, are putting out a limited campaign for Mercantile Products Limited, Toronto, advertising a 3-minute dish washer. A feature of the copy which is a little unusual in Canada is that the approval is quoted of *Good Housekeeping* and *Modern Priscilla*, two United States publications Which make a practice of testing household appliances.

The Canadian Manufacturer

Is the only paper in its field in Canada.

There are many other papers going to manufacturers; dandy good papers, discussing sales promotion, association problems, on one or another of the special problems of manufacturing.

But The Canadian Manufacturer is the only one exclusively devoted to the production problems of manufacturing from the executive standpoint—hence the practical paper for "the men who buy" in all classes of manufacturing plants.

If you want to sell machinery, equipment or supplies to the factories and mills of Canada you should advertise in

The Canadian Manufacturer

The Commercial Press, Limited
51 Wellington W., TORONTO

Announcement

Le Bulletin de la Ferme

formerly a monthly publication devoted to agricultural interests has recently been completely reorganized and is now issued weekly.

The most outstanding authorities in French Canada are helping greatly enhance the reader interest by their masterful articles. It is also noteworthy that a better grade paper is being used. That the improvements effected are appreciated is eloquently attested by a steady increase in circulation ; latest available figures show an average of 9,920 weekly copies.

Rate 7c. flat per agate line

Official Organ General Stock Breeders Association of the Province of Quebec, and Seed Growers Cooperative Agricultural Society

LE BULLETIN DE LA FERME enjoys at present a highly concentrated circulation in Eastern Quebec ; the scope of the journal however is constantly enlarging and the basis of a large and desirable circulation in Western Quebec is already apparent.

No better or more appreciated farm journal could be chosen to place the merits of your products before the progressive element of the French farming community in Quebec.

Tell your sales story in this fast growing and influential publication.

Le Bulletin de la Ferme *P.O.Box 129* **88 Mountain Hill, Quebec City**

Your Printing

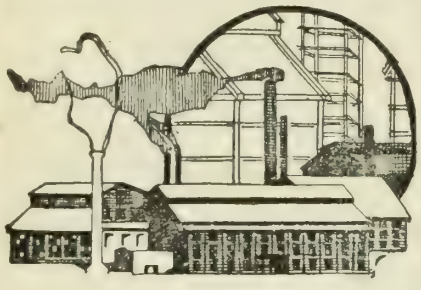
It will not cost you any more to have it attended to by one who specializes in the planning, writing, illustrating and placing, of advertising. My connections with the better printers enable me to give this service. If you are contemplating a new Catalogue, Booklet, Folder, Sign Display Stand, etc., let me know of your needs.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559



SOUTH WATERLOO

An Industrial District

In this area are to be found manufacturing concerns that represent practically every industrial line and they employ only highly skilled artisans who are industrious, thrifty and enterprising.

The number of factories total 109 and are distributed in location as follows:—Galt 70, Preston 24, Hespeler 10, Ayr 5. Advertisers seeking more detailed information are requested to consult our Service Department.

The people of South Waterloo are reached by only ONE daily newspaper.

THE GALT REPORTER

(Member A.B.C.)

GALT **ONT.**

U.S. Representative—
GEO. B. DAVID INC.,
171 Madison Ave.
New York City, U.S.A.

Canadian Representative—
H. E. SMALLPEICE
62 Church St.,
Toronto, Ont.

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

The Easily Discouraged Salesman

A well known sales manager rates a salesman according to the number of lickings he can take without showing the yellow. He finds he has some men who can go out and work for days at a time, getting one turndown after another, getting thrown out the front door in one place and smiled out of the private office in another, without "blowing up." There are others who will go to pieces at the end of a few days. And the great majority are good for only about ten consecutive turndowns before they cave in.

Spectacular Tactics Play

One of the best salesmen in the glass jar industry evolved a novel method for showing quickly how his company's jars sealed themselves by forming a vacuum when the hot contents cooled. He lights a piece of paper and drops it into the jar, placing the lid on quickly. The prospective buyer is told what is going on while the fire dies out and the air inside the jar begins to cool and contract. The cap seals on the jar tightly as soon as the cooling starts and the buyer cannot pull it off.

Raw Recruits Beat Old Timers

Finding that many of their salesmen showed a tendency to develop a closed mind towards hints and suggestions just as soon as they felt themselves to be a success, a large corporation made an interesting experiment. It took men with absolutely no previous selling experience, gave them an intensive training, and put them into a territory which the old-timers had declared to be "worked out." With a few exceptions, these raw recruits did better than the older men. They had nothing to unlearn and they came into the organization with an open mind. It was possible to teach them the methods which experience proved best for selling that particular product. Having no past reputation to fall back upon, they had to make good. It was their life opportunity. When their sales manager suggested ways to improve their work they did not resent the hints and feel offended because he was trying to help them make more money.

Feature The Leader

"Salesmen with a long line, or a large number of items, should always have a definite leader or special to talk about before seeing a customer or prospect," says a very successful salesman. This salesman tells of instance after instance of where he was greeted with the familiar words: "I don't want a thing today." In each case he would start talking about some particular item, some specially priced item, or some snap that he had to offer. Almost invariably the merchant who swears he will buy nothing will place an order for a special or some one item that the salesman is pushing.

Silent Selling

A salesman walked into a grocery store, and without saying a word, took a can of bulk biscuits and several packages of branded biscuits from the shelf. While the grocer's eyes began to bulge, the salesman silently arranged the goods on the counter, filled some glassine bags with biscuits from the can, and placed over them a display card reading: "Twelve for Five Cents." When the grocer's curiosity exploded, the salesman explained: "I fixed up one of these displays last Saturday for one of my Hamilton customers and he sold three cans of biscuits and nearly 100 packages." The merchant was interested and placed a good sized order in anticipation of what the display would do.

Scouting Around the Cellar

The sales manager of a large drug company advises his young salesmen to get the customer to show him his basement. "When I was on the road," he says, "I used to get some of my best orders that way. The Almighty gave me a pair of eyes, and what I saw in these cellars was plenty. Most of them were piled with huge quantities of open market slow sellers, bought from my competitors, because of some free deal or extra inducement. I made it my business to help my customers close out such junk and with that money buy my product so that they could build a real business."

"Heart Interest"

A vice-president of a concern with an international reputation was an unsuccessful piano salesman until he met with an experience that proved the turning point of his career. He had been peddling a piano around a number of farm houses when he was threatened by a storm and had to hurry back to town. Calling on a retired farmer who had a talented daughter he obtained permission to take the piano indoors out of the rain. Every day for a fortnight the salesman tried unsuccessfully to sell that piano to the retired farmer. One evening he sat in the parlor playing everything he had ever heard. Eleven o'clock came and no sale. Finally he said to his prospect: "Do you know what is going to happen to your daughter in four years—when she is eighteen? She's going to be a wall flower!" The entire family pricked up their ears. The salesman kept on talking about that girl being a wall flower. About 12.30 he signed the contract. The mother was crying. The girl was crying. "From that day on," says the vice-president, "I did things differently. When I quit I was selling one piano a week. You see, when you find out why people's hearts beat faster, why color come to their cheeks, then you have some basis for saying things and doing them. There is a story in everything."

Worst of Slump Over Now

Herbert N. McGill, commodity statistician for Roger Babson, outlined his chief's views to the Association of Canadian Building and Construction Industries at their fourth annual convention in Hamilton recently.

"The worst of the slump is over," said Mr. McGill. "The process of recovery will be slow and gradual for perhaps 10 or 15 years; you must be prepared to work out your own industrial salvation, with the price of commodities steadily falling until a pre-war level is reached. Depression will not last a great while longer, but prices must continue to fall for many years."

"Recovery means lower money rates, general efficiency and increasing land values, honesty, lower profits and steady stock market, religious revivals and increasing commodity prices, activity in all lines and general employment, prosperity and increasing money rates."

Basing his premises on the belief that both Canada and the United States had much in common as regards trade and commerce, Mr. McGill said that the readjustment in the latter country since July, 1920, had been the most radical in that nation's history. The great trouble appeared to be that industry had overanticipated its productivity. It was therefore stagnant to a great extent and failed to build up a system of reorganization that would stabilize commodity prices and stimulate operation.

Primarily, the sound financial condition of the United States and Canada was the one fundamental asset in paving the way for the gradual return of prosperity. Other cheerful factors were the nationalization of advertising and the the standardization of merchandising which had become permanent, as well as the widely-shared belief that development of Canada's natural resources within the next 10 years would be tremendous.

* * *

Commencing February 20th the Toronto *Globe* commenced daily publication of a page devoted to agricultural interests. This "farm page," as it was popularly called, had previously been published three times a week.

* * *

Within the past few weeks the style and make-up of the Halifax *Herald* have undergone a considerable change. The typographical improvement is marked, and the advertising is now made up in what is known as the "pyramid" style.

* * *

A handsome reproduction in colors of Canada's new coat of arms, described in detail in the last issue of MARKETING, has recently been mailed out by *The Family Herald & Weekly Star.*

* * *

Mr. Norman Harris, for ten years financial editor of the Toronto *Saturday Night*, has resigned that post to organize the investment firm of Norman Harris Corporations, Toronto.

* * *

The Acme Glove Works Ltd., Montreal, have completed arrangements with the International Duplex Coat Co. Inc., New York, for the manufacture in Montreal of the "Pelters" and other well known clothing specialties made by this concern in the U.S.A.

Trade Papers for Retailers

The trade papers of The Commercial Press group are all monthlies.

The editorial intention of these papers is to give the retailer hints and suggestions regarding sound, successful merchandising methods in his line.

The consequence is that these papers go to retailers only—there is little of value or interest to manufacturers, brokers, travellers and much of value to retailers.

In other words every subscriber is the type of buyer our advertisers want to talk to.

No waste circulation and moderate rates mean good value to the advertiser.

The Retail Grocer and Provisioner
The Retail Druggist of Canada
The Canadian Furniture World
The Electrical Dealer and Contractor

The Commercial Press, Limited
51 Wellington W., TORONTO

Achieving the Impossible

Often, when there are unavoidable delays in type-setting or in engraving, time must be made up on the electrotyping or schedules would be thrown out of gear. Our three completely equipped plants are capable of being speeded up to an unusual degree. Over and over again we have achieved what appeared to be impossible, in order that insertions might start on schedule time.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St.
TORONTO 185 Richmond St. W. Head Office
London 209-211 King St

Rapid Electrotype
Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

To Get
More
Business

In Western Canada, the sure way is to get it through the use of Direct Advertising mailed to a

WIGGINS SYSTEMS LTD.

Mailing List

A telegram or letter for Mailing List information of any description will bring you full particulars—try it.

Complete Direct Mail Service by an organization of 100 people.

WIGGINS
SYSTEMS
LIMITED

500 Coca Cola Bldg.
Winnipeg
Canada

To Foreign Advertisers

Seeking to Develop the Canadian Market

We reprint catalogues, folders, etc., for many foreign advertisers and ship direct from our plant, thereby saving them duty and customs delays. Build your Canadian trade with

Direct Mail Advertising

Our complete organization is at your service. Be free to consult us when necessary, or just send your electrotypes to us and we will do the rest.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 1204

Popularizing Trade Fairs

Trade fair merchandising has gained many supporters in Canada during the last two months. Furniture manufacturers have developed their annual exhibition to the point where it is an event of considerable magnitude. A shoe fair held in Montreal in July, 1920, was on an ambitious scale, indicating what can be done along the lines of trade exhibitions. The effort of the textile manufacurers of Canada last week was a conspicuous success. From a buying standpoint the Textile Products Exhibition was gratifying to those firms that had formed conservative estimates. As an opportunity for actual contact between buyers and sellers it was a notable occasion.

Through such intercourse the various branches of the trade are able to understand each other's problems better. The furthering of co-operation between producers and distributors is a praiseworthy object, the realization of which should benefit both parties as well as consumers. It is contended that concentration of buying at such exhibition will greatly reduce the cost of distribution.

A somewhat similar exhibition in the United States gave buyers the benefit of a special 5 per cent. discount. It is likely that a similar proposal will be considered by the permanent committee that will direct the next Textile Products Exhibition. The suggestion has been made that the public should have access to future events of this kind so they can have visual proof of the excellence of Canadian products.

The large number of buyers in attendance at the recent exhibition was another evidence of Toronto's pre-eminence as a distributing centre. Assuming that the present plans of the promoters to widen the scope of the textile show are kept in view, the availability of such accommodation as the Civic Arena should give Toronto additional prestige as a national market-place. Recent successes have undoubtedly done much to convince manufacturers that the opportunity to display merchandise in this way is highly desirable from every standpoint.—*Toronto Globe.*

* * *

Savings Accounts Ease the Situation

The long spell of unemployment was less severely felt in Canada because of the workers' resources in the form of savings accounts. During 1921, the savings deposits in Canadian banks shrank about sixty million dollars, and the shrinkage represents, roughly, the amount drawn by people of thrifty habits who found themselves without work to pay their household expense.

* * *

The aggregate bonds issued in Canada during 1921 amounted to $400,184,818, of which Canada took more than half.

* * *

The Canadian apple crop amounts to nearly 4,000,000 barrels annually.

* * *

Canadian homegrown beet root sugar for 1919 was 180,000 tons valued at $37,839,271.

* * *

Canada's exports for 1921 were 140 per cent. in excess of those for 1913. Export prices during this period have increased about 100 per cent, indicating a marked increase in volume over the pre war status.

Dept. of Trade and Commerce Wants British Firms of Repute

As this issue of MARKETING goes to press, a despatch from Ottawa appears in the Toronto *Globe* announcing that a campaign will be conducted in Britain by the Commercial Intelligence branch of the Department of Trade and Commerce to induce British manufacturing establishments to come to Canada.

It is stated that the heads of various industrial establishments in Canada have approved of the plan, and that the departmental officials at Ottawa have been informed that British firms of repute could secure a certain amount of financing in Canada if needed. Another suggestion is that British firms might take over some comparatively small going concerns in this country, with the idea of enlarging them and giving them the benefit of their experience. It is confidently believed that such ventures would receive the support of Canadian investors.

The scheme to attract British industries is being worked out by H. R. Poussette, director of the Commercial Intelligence Service. His idea is that when the Department has carried the campaign to the point where British firms are interested, that the Boards of Trade and Chambers of Commerce, railways and financial houses in Canada should do the rest.

"If we could be the means of attracting only three or four substantial firms to this country," says Mr. Poussette, "we should feel that the time and labor expended would be repaid."

Carefully prepared data for the campaign has been sent to the Old Country, upon which the Trade Commissioners there are working.

* * *

Bright Outlook for Canadian Paint

Canadian paint manufacturers look for a much better volume of trade this year than was experienced last season. This is due in part to the great need for buildings in all centres of popuation, which must create a demand for building materials, including paints and varnishes; and in still greater part to the extensive "Save the Surface and You Save All" advertising campaign that was conducted last year, and which is being repeated on a larger scale during 1922.

* * *

From the United Kingdom in 1921 Canada imported goods worth $123,149,009, and exported there goods worth $309,866,848.

* * *

Before the war, Britain was Canada's best customer. Now it is the United States.

* * *

In 1914, approximately 4 per cent of Canadian exports went to the principal European countries, such as France, Austria, Italy, Norway and Sweden. In 1921, in spite of the decline in shipments to France and Belgium, the ratio had risen to 12 per cent and in the last twelve months shipments to Italy and the Netherlands have increased.

* * *

Large copy for Fairbank's Gold Dust, featuring an immense figure 8, the price of the package has recently made its appearance in Canadian papers placed by Gardiner & Wells Co., advertising agents, New York.

Canada's Canal System Featured at New York

The Canadian Department of Railways and Canals had an exhibit depicting the Trent Canal at the Motor Boat Show at New York last month. The exhibit attracted widespread attention, and consisted of a number of very excellent views of the canal systems and specimens of the big fish to be found in the Wawartha Lakes through which the canal route passes. A working model of the largest hydraulic lift in the world, at Peterborough, was also prominently displayed. There was also a continuous moving picture exhibit of scenes along the canal, which proved one of the most popular features of the show.

* * *

Quebec Printers Out

At the termination of a three year agreement the printers employed in the job printing plants of Quebec City walked out on the evening of Feb. 14. The union asked for a forty-four hour week and a wage increase. The master-printers are willing to accede the reduction in hours providing the wage scale is correspondingly reduced.

The strike, which at first seemed threaten the newspaper offices also, has been confined to the job printing plants. Newspaper publishers granted an increase of $5 a week without change of hours.

* * *

Stocking Demonstration Caused Near Riot in London

A masked woman trying on silk stockings in the window of an Oxford Street hosiery shop in London, England, attracted such a large crowd that the police had difficulty in handling the mob, and the proprietors of the store were summoned to appear in police court where the following dialogue took place:

The magistrate: A more disgusting thing I could not imagine.

Counsel for defence: But the stockings were put on over other stockings.

The magistrate: I should think that no decent woman would lend herself to this.

The proprietors were fined $35.

* * *

During the past few years, Canadian exports have become more and more diversified. Her domestic prosperity is becoming less and less dependent upon the price of a few primary products.

* * *

New small copy for MacLaren's Cream Cheese has recently been sent out by the Desbarats Advertising Agency Ltd., Montreal. This agency has also recently placed some large five-column copy for the Borden Co. Ltd., Montreal.

Job Printing

Our job printing department is growing so fast that it will probably be the big revenue producer in our business within a year.

Yet we have had no salesmen seeking orders for job printing; no service department to design or originate new varieties of direct-by-mail printing.

The explanation of our success is that the quality of our work is high and the cost uniformly low—

so that the customer who wants commercial printing of any kind (where design or art work is not needed) finds it worth while to give us all his work.

We are willing to give your work a trial.

The Commercial Press, Limited
51 Wellington W., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

The Canadian Fashion Quarterlies

Bought by Canadian women shoppers, in the stores where they do their shopping, solely to learn *what's best to buy.*

PROBABLY no other type of publication affords so direct an approach to, and exercises so important an influence on, the shopping demands of Canadian women each season as these Fashion Quarterlies.

Each copy bought is taken home, usually by a wife or mother, because she wants that particular issue as a guide to that season's shopping. She consults it repeatedly, goes over it with her friends, while making up her mind about the various items of apparel she plans to buy.

Thus you get direct contact with most of each season's biggest shoppers—those who can afford at that time to indulge in better-than-ordinary things for themselves, their children, their homes. You get this contact through the very medium which exercises the strongest influence on their desires.

Think how many ardent yearnings, how many burning desires, are created by the page after page of attractively illustrated and described merchandise which the best women customers in each town consult in each season's Quarterlies! The women who dress out of the ordinary, whose homes are so much better furnished, tables so much better laid, the women most easily interested in up-to-date labor-saving appliances—these make up the audience attracted to the Quarterlies.

Every Quarterly the merchant sells is an assurance of further sales of merchandise in his store. But for this fact merchants could not profitably handle them. Merchants recognize the trade-stimulating value of the Quarterlies. They know that their customers' demands are influenced by the Quarterlies. They know that the Quarterlies reach a large percentage of the best homes in their respective communities. Your advertising in the Quarterlies reaches the consumer through the merchant himself.

Here is consumer advertising and dealer-co-operation ideally combined, concentrated in the very neighborhoods where trade is most active.

The Butterick Quarterly
The Designer Quarterly

Two separate and distinct magazines published in Toronto, Canada, four times a year.

On sale the year round in more than 3,000 dry goods and department stores, located in the best shopping neighborhoods in the principal towns and cities.

Spring Fashion Numbers

On sale January 10th to April 10th. Advertising forms close November 20th.

Summer Fashion Numbers

On sale April 10th to August 10th. Advertising forms close February 20th.

Autumn Fashion Numbers

On sale August 10th to October 10th. Advertising forms close June 20th.

Winter Fashion Numbers

On sale October 10th to January 10th. Advertising forms close August 20th.

Bought by more than 500,000 Canadian women during the year.

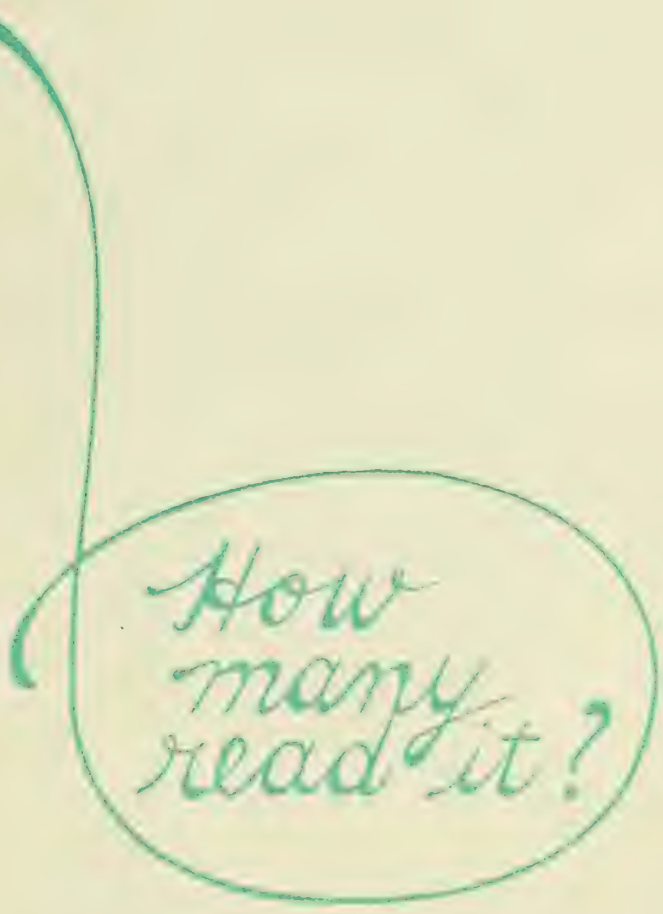
63% in towns and cities over 25,000 population.

21% in towns under 25,000 and over 5,000 population.

For specimen copies, rates and other particulars write

Butterick Publishing Company, 168 W. Wellington St., Toronto

The Brantford Expositor



11,500 Subscribers

**in the richest and
most prosperous district in Ontario**

You cannot afford to leave it off your National List

Growing With Its Advertisers!

A YEAR ago *The Halifax Herald* set a record for lineage. This year it smashed it to the tune of 15,000 lines. The growth of *The Halifax Herald* is commensurate with the growth of the service it is giving advertisers—

35% More Circulation
15,000 More Lines!

There was a time when *The Halifax Herald* didn't dominate the Province of Nova Scotia, as *The Evening Mail* swamped the City of Halifax. That time is past. *The Halifax Herald*, selling on the basis of a subscription rate twice that of its nearest competitor in many cases, now offers the greatest circulation by far (A.B.C.)

Quantity—quality—and a low cost combination rate make *The Halifax Herald* and *The Evening Mail* the mediums in Nova Scotia where business is best.

The Halifax Herald
The Evening Mail
The Sunday Leader

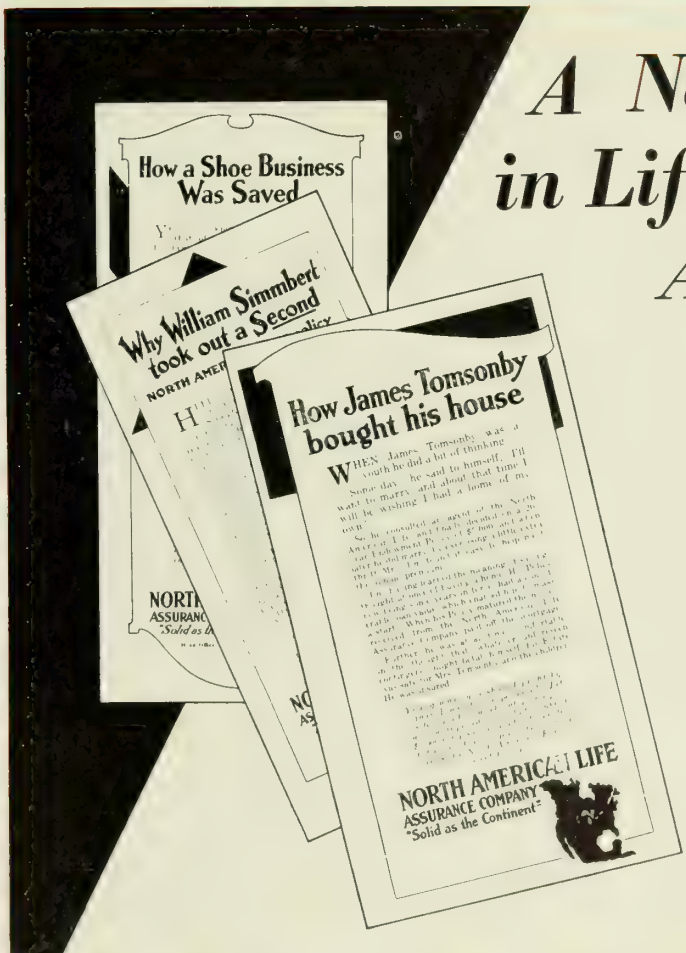
Volume XVI.
Number 6

TORONTO MARCH 15th, 1922

20 Cents a Copy
$2.50 a Year

Marketing and Business Management

Edited by W. A. Lydiatt


How a Shoe Business Was Saved
Why William Simmbert took out a Second
How James Tomsonby bought his house
NORTH AMERICAN LIFE
ASSURANCE COMPANY
"Solid as the Continent"

A New "Angle" in Life Insurance Advertising

ALL who have attempted to write forceful "copy" for Life Insurance will admit the difficulty of attaining "something different" along this line.

It has been said of the advertising for the North American Life Assurance Company, that it is "novel," "striking," "attention-compelling," "convincing."

It is a series that aroused much interest among Advertising men. More important than that, however, is the fact that it is giving the public a new "angle" on Life Insurance.

We will be glad to supply proofs of these Advertisements to any who wish to have the entire series for reference.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

Beyond the Alps Lies Italy

The thought is not a new one.

In all ages and in all countries real men have always known that nothing worth while was ever accomplished withouut superhuman effort.

We all start to cross the Alps in order that sooner or later we may see that Italy which spells the achievement of an ideal.

But some of us lose courage and give up the journey in a restful valley, or touched of fortune, lag beside some stream of indifference and complaint.

Others, however, press on and on over beetling cliffs of discouraging commerce and awesome peaks of penury until, at last, Italy in all the splendour of successful business breaks upon the sight.

You may be thinking and even talking hard times, but don't forget that beyond the Alps of our present day trade lies an Italy where faith and industry can be coined into a common good.

Yes, there are great obstacles ahead, towering mountains of difficult commercial situations, but they can and will be scaled and passed by those with courage, patience, efficiency and sincerity.

Canada calls to-day for men who can cross the Alps of poor business to the Italy of prosperity.

To those with courage enough to "cross the Alps" *The London Free Press* offers a compelling, impelling medium for merchandizing. Its circulation covers 84.2 per cent. of the homes of London and has 22,181 subscribers in the surrounding country.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

MORNING AND EVENING EDITIONS *MEMBERS A.B.C.*

LONDON
Canada

Branch Offices—

MONTREAL	E. L. McArthur	232 St. James St.
TORONTO	E. J. Guy	Room 302 Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Avenue
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

BUYING POWER That Is Four Times the Average

"Do you own a motor car? If so, what make?"
"When you buy a new car what make will it be?"
"What make of tires do you like best? What battery?"

These were the questions, along with several others along the same line, that were asked of 1,000 MACLEAN'S MAGAZINE subscribers in January of this year.

24 per cent. of those replying to our questionnaire do not own motor cars.
76 per cent. own cars and stated the make.

Official registration figures show that for the total population of Canada there is an average of—

One Car to every 24 people or
20 cars to every 100 families.

With 76 per cent. of MACLEAN'S subscribers reported as motor car owners the average across Canada for MACLEAN'S readers is indicated as

76 Cars to every 100 families.

This means that among MACLEAN'S MAGAZINE readers, car owners are three times —almost four times—more numerous than among the general population of the Dominion. This, of course, is readily understood in view of the character of the magazine and the substantial class of people that it is designed to interest.

The Significance of 95,000 National Circulation

In every village, town and city up to 60,000 population in the English-speaking provinces of Canada, MACLEAN'S MAGAZINE reaches, on the average, better than every tenth home. As has already been pointed out, in practically every instance this tenth home reached by MACLEAN'S is one of the well-to-do and important homes of the community—and in three cases out of every four it is the home of an automobile owner.

In the few cities we have in Canada of over 60,000 population MACLEAN'S gives a large proportionate covering of the most well-to-do and influential element. **No single publication in Canada reaches as many automobile owners as MACLEAN'S.**

The following constitutes a final interesting point of comparison:
The registration of automobiles in the United States is over 9,000,000. Saturday Evening Post circulation is 2,250,000 or approximately one-fourth of the total automobile registration.

The registration of automobiles in Canada is slightly over 400,000. MACLEAN'S circulation is 95,000 or approximately one-fourth of the total automobile registration—an almost exact covering ratio.

25 Per Cent. Bonus Circulation

The line rate for advertising space in MACLEAN'S was based on an A.B.C. net paid circulation of 70,000 copies. To-day the circulation is considerably over the 95,000 mark each issue. Contracts are being taken at the old rate for the present.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Ave., Toronto, Ontario

1922			APRIL			1922
S	M	T	W	T	F	S
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
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23	24	25	26	27	28	29
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April 12

Don't Miss This One

Annual Spring Buying Number

Reaching the trade on April 12th it will be studied closely by 95% of the most important wholesale and retail drug buyers across Canada from coast to coast.

A complete directory—a catalogue that will be kept for reference purposes for months —consulted—ordered from. Every copy goes to a paid-in-advance subscriber who reads it as part of his business.

Advertisers using this issue will have their products listed in the "Where to Buy Directory" without extra cost.

USE COLORS

The proper use of color will attract attention as nothing else can.

Space rates apply, contracts pro rata.

Last Form Closes April 8th

For Further Information.

DRUGGISTS' WEEKLY

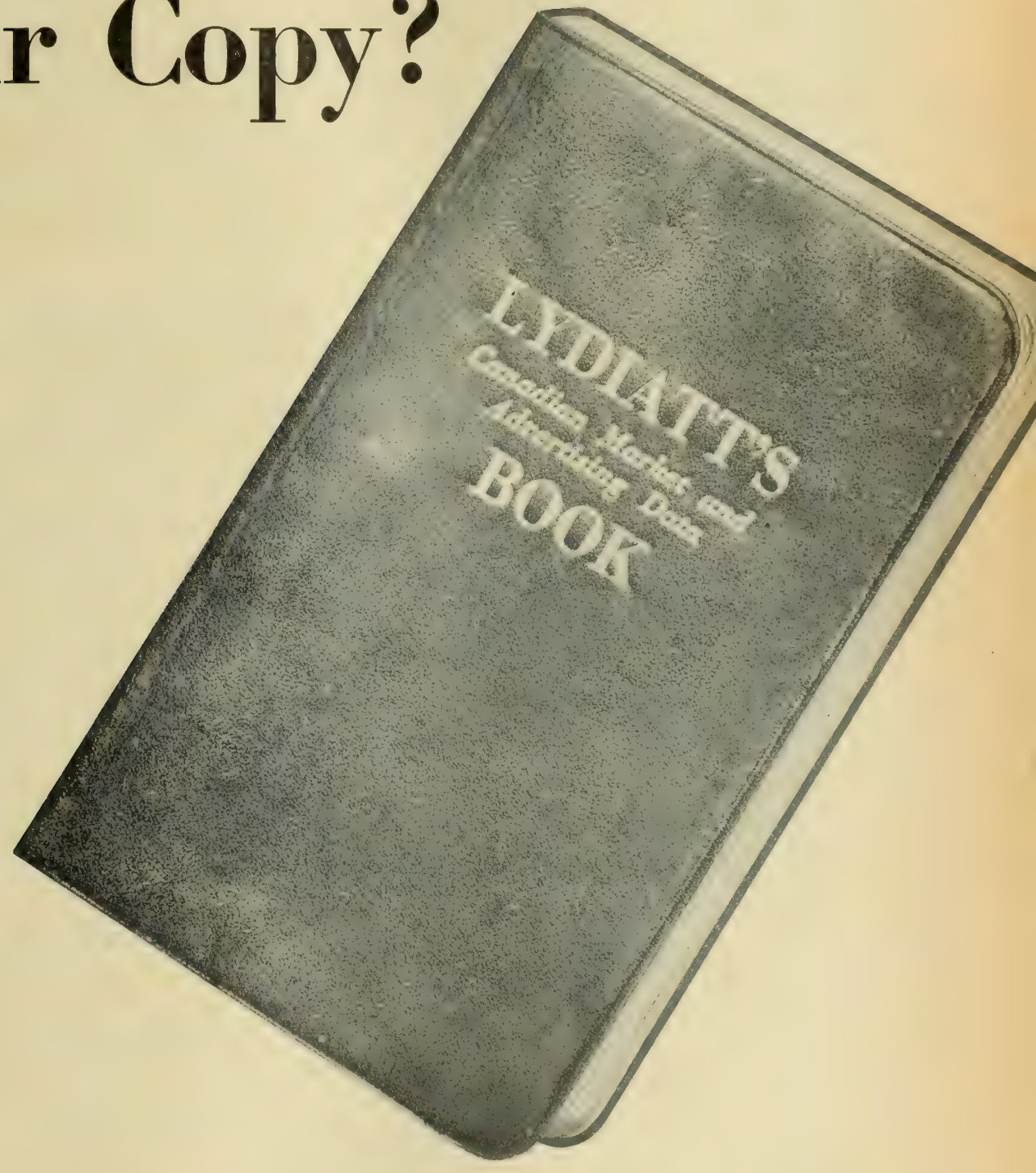
143 University Ave.
TORONTO

MONTREAL
128 Bleury St.

WINNIPEG
901 Confederation Life Bldg.

A Complete Service To Advertiser and Subscriber

Have You Ordered Your Copy?

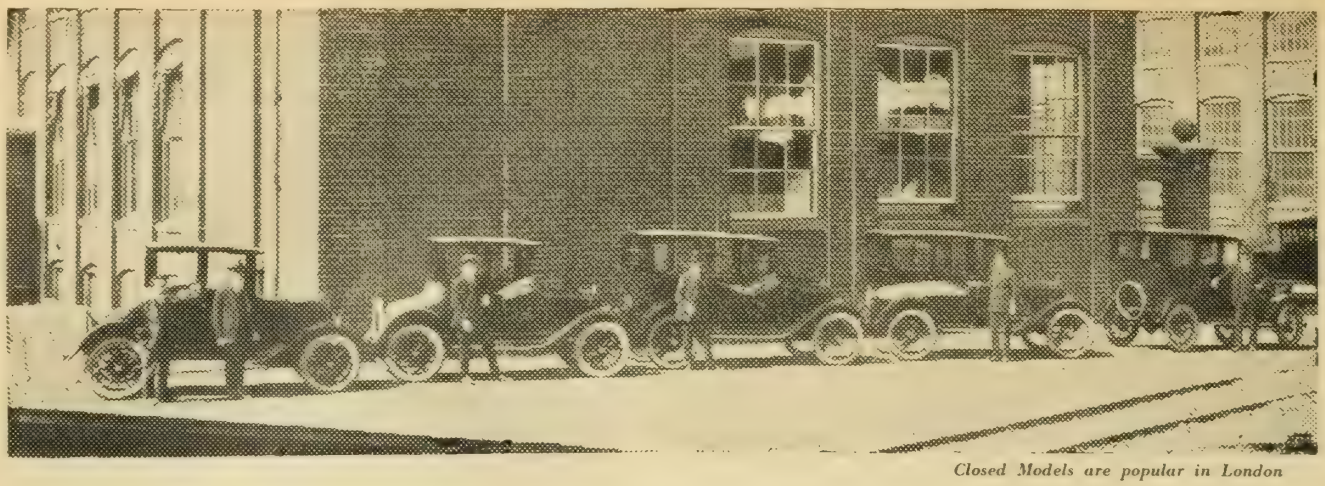


New 1922 Edition

Corrected to date, with NEW CENSUS FIGURES, new Market Data, corrected Advertising Rates and Circulation Figures—400 pages of the facts and figures needed by all who sell or advertise in Canada. Ready about March 25th.

Post paid to any address, $5.00 a copy

MARKETING PUBLISHERS LTD, 27 E. Wellington St., TORONTO



Closed Models are popular in London

February Sales Outdistanced Any Previous Year

"In London, business for 1922 in the Motor line has started splendidly. The Motor Show early in February created instant sales and led to many prospects. These prospects have since developed to sales in a manner that makes us view 1922 most optimistically."

"February this year has outdistanced in sales any previous year."

"The response to our advertising demonstrates that the business is here if we only 'go dig it.' "

"Manufacturers of other articles besides automobiles can profit by our experience, that co-operation pays. Where the dealer and manufacturer jointly go after the business by advertising, we have demonstrated to our own satisfaction that London and Western Ontario residents respond."

——FRANK McLACHLIN
Overland-Studebaker-Packard Motor Cars

This is a straight message from an aggressive "go-get-it" type of dealer who has proved the responsiveness of the London territory. Manufacturers will find that his statements are borne out by sales conditions in many other lines.

Mr. McLachlin *knows* that copy in The London Advertiser is pulling "par" results—or better—because he has proved it by practical experience. Manufacturers who are waiting for "better" times will find that they have already arrived in Western Ontario. "Zone" your copy where conditions are good.

The London Advertiser

LONDON

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

J. BIRNIE SMITH
Advertising Manager
H. L. GARNER
Service Manager

ONTARIO

Or any recognized Advertising Agency

"YOU not only publish a *good* paper, but one that must be of practical value to the subscriber," writes the Dominion Oilcloth & Linoleum Co. Ltd., Montreal, in renewing their subscription to MARKETING for 1922. "The articles published are excellent," the letter continues, "and you manage to introduce a wealth of information in a variety of ways that one must appreciate if he desires to keep posted on *what others are doing and how they do it.* I am sure that your readers will be greatly interested in reading forthcoming issues, following the brief reference of what is in store, made in a recent issue."

✣ ✣ ✣

We quote this one of many such letters that come in with renewals because the phrase which we have italicized expresses very directly the editorial plan of this magazine. MARKETING is not merely an advertising trade journal. Its contents are not confined to selling by the printed word. It endeavors to treat of salesmanship in the broadest sense. And, what is more, it attempts to place an emphasis on the practical, rather than the academic or empirical end of salesmanship. In other words, its chief concern is with what is actually being done in the field of selling—*what others are doing and how they do it.*

✣ ✣ ✣

Such material is not easily unearthed. Executives are often poor talkers. Publicity men often have a horror of publicity when it comes to the details of their own plans. Some sales managers achieve success by a rigid observance of such simple principles that they deem it superfluous to discuss them. Others seize upon some new idea and refuse to disclose their plan for fear of competitors. Scores of obstacles stand in the way of getting the inside stories of outstanding sales successes.

✣ ✣ ✣

We should like to see the readers of MARKETING more willing to pass along to others the proven and tried developments in their own businesses. We believe that this magazine could more thoroughly serve the various elements involved in Canadian merchandising if there was a more ready response to enquiries for material of this kind. You are interested in *what others are doing.* Bear in mind that the others are interested in *what you are doing.*

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

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ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

Fifty Years of Progress

A life-long acquaintance with its constituency is a priceless asset to any publication. What it means to advertisers is obvious.

Fifty-two years ago, *The Family Herald and Weekly Star* first won the friendship of the farmers of Canada by lending them a helping hand. From that time on, the farmers and *The Family Herald and Weekly Star* have grown up together, firmly united in their ceaseless endeavor to improve conditions on the farms, to build more and better farm homes, to find and apply more efficient methods of farming, and, generally, to develop the all-important industry of agriculture in Canada.

The record of the accomplishment of the farmer and the progress of his National Farm Journal during the past fifty years is a record of Canada's phenomenal expansion and development in that time. When *The Family Herald and Weekly Star* was first published, in 1870, the Dominion of Canada consisted of a group of four provinces east of the Great Lakes, having a total area of 377,045 square miles and a population of 3,500,000. Then Manitoba and British Columbia came into the Confederation, and more people started trecking west. In those days *The Family Herald and Weekly Star* was delivered to subscribers in Manitoba by dog team, as it is even today in the far north. It went west with the first pioneers to the great wheatlands and grew up with the country.

The wheat acreage of Canada in that first year was 1,646,781 acres, of which 85.1 per cent. was in Ontario. Today the acreage exceeds 23,000,000 acres, of which 95 per cent is in the Prairie Provinces. In size Canada has grown from 377,045 to 3,729,665 square miles; population has jumped from 3½ millions to 8,500,000; railway mileage from 2,695 to 38,604; manufactures from $222,000,000 to $1,500,000,000; exports from $52,600,000 to $1,200,000,000.

Naturally, *The Family Herald and Weekly Star* was not standing still during this half century of national progress. Its solid worth and practical helpfulness attracted thousands of subscribers in the rural communities of all provinces. From a circulation of a few thousands, confined to Ontario and Quebec, it spread east and west, following the construction of railways until it came to be recognized as a national institution. Today the circulation of *The Family Herald and Weekly Star* exceeds 150,000 weekly, and it is known everywhere as Canada's National Farm Journal. It is distributed from ninety per cent. of the post offices and reaches one in every five farm homes in Canada.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, ***Established 1870*** **CANADA**

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TWENTY CENTS A COPY TWO-FIFTY A YEAR

Vol. XVI. MARCH 15th, 1922 No. 6

CUTTING CHAOS OUT OF CORRESPONDENCE

How the answering of mail has been simplified and systematized. Use of paragraph system. The correspondence manual as a means of bringing about unity in contents, spirit and general physical appearance, and what such manuals usual contain. Second article on Reorganizing Your Correspondence

Written for MARKETING by LOUIS BALSAM.

SOME concerns have solved the stenographic problem in their departments by engaging correspondent-stenographers. Sears-Roebuck & Co. of Chicago is a particularly interesting example. Their main correspondence department consists of nearly two hundred girls who write their own letters directly upon the typewriter, thus saving time in dictating, and the need for stenographic help of any kind.

This plan is strongly recommended for routine letters dealing with comparatively small transactions. To put it differently, one cannot afford to employ a high-calibre man to write his own letters on the typewriter. The amount of time it would take him to type one letter could easily be spent to infinitely better financial advantage dictating to others. But for routine work dealing with comparatively low priced material, the correspondent-stenographer is a very real solution to the dictating problem.

Before this particular correspondence department we are now studying, was under way very long, the organizer began to plan the creation of a form letter and form paragraph system. He found, in his study of the letters of the various correspondents, that certain phrases, paragraphs and even whole letters repeated themselves time and time again when dealing with the same subject. He also found that some of these paragraphs were infinitely better than others. As a result, he made a compilation of the very best paragraphs and the very best form letters dealing with certain specific subjects.

These he placed in small leaflets and later in regular paragraph and letter filing cases, one of which was placed on each correspondent's desk. Each paragraph and form letter had a special number which the correspondent memorized. Today, when dealing with a routine subject, the correspondent simply lifts the mouth-piece of his dictating machine and says somewhat as follows:

"Letter 26, paragraph 11, paragraph 17, paragraph 6."

These paragraphs deal with certain specific factors referred to in the customer's letter, which are answered completely in the form paragraphs he has mentioned. All that the operator does after listening to this record is to fill in the name and address and copy those specific paragraphs from her paragraph book.

USE FORM PARAGRAPHS

The use of form paragraphs in routine letters is an excellent practice that is growing rapidly. Every one of us dictates a master letter now and then on a particular subject. This same subject comes up hundreds of times during the year. It seems the logical thing to use the best thing we have done on that subject, especially when it will save us many a minute in dictating.

Today the use of a paragraph system is an integral factor of the correspondent of that Chicago concern. In many instances each individual correspondent has invented paragraphs of his own that suit his particular work. Form letters dealing with routine complaints serve the same purpose as paragraphs, with the exception that the correspondent simply mentions the number of the form, and the transcriber does the rest.

A very important function of the correspondent in this concern was to make "look-ups". This meant that he had to spend a certain portion of his time each day in going to various departments to examine materials, to talk with different men or to get information that he could not get over the telephone. These "look-ups" were usually made at any old time that suited the convenience of the man making them.

Today all this has been systematized. A very careful study of correspondence problems in relation to dictation developed the fact that most men do their best work in the morning and the early afternoon. The last two hours of the day finds them just a little fatigued and not quite so clear mentally. These hours from three to five or from four to five, depending upon the needs, were determined upon for "look-ups".

Today each correspondent in that concern knows that the morning and early afternoon is to be devoted pretty nearly exclusively to dictation. Thus anything not tremendously urgent requiring investigation, is put aside until the afternoon. At 3:30 or 4:00 o'clock each man takes the six, eight or ten letters that need special investigation and makes the rounds systematically. The result in time and energy saved, hardly needs pointing out.

Once started on the subject of dictation, this concern discovered that each correspondent had a method of his own. All of them,

however, had the same method of repeating each customer's name and address into the machine. This, of course, made it necessary to spend a certain amount of time per name, not only on his part, but on the part of the girl who transcribed his letters. A numbering system has now taken the place of this dictation.

"Letter No. 1, Letter No. 2, etc., etc."

The physical appearance of letters next came up for attention. Each correspondent heretofore had a method of his own. As a result any customer receiving three or four letters from this company received three or four different physical impressions. Today all letters that leave that company are paragraphed identically alike, the block system, the salutations all are alike. So are the endings with the exception of semi-personal and personal letters. This naturally brought the problems of the stenographic force into the limelight, and this is something that shall be discussed in an article by itself next month

The Correspondence Manual

As a distinct aid in bringing about unity in contents, spirit and general physical appearance of the letters, the correspondence executive created a correspondence manual which soon after became part of the working tools of each dictator. Correspondence manuals, incidentally, are becoming more and more popular everywhere on the continent. They are a splendid means of making for unity and serve as very important factors in the up-building of company good will.

It is very important, if you are considering the use of a correspondence manual, that you do not adopt anyone's else. A correspondence manual is valuable only insofar as it deals specifically with the actual letters and actual policies of your concern. Otherwise any copy-book, well written, could serve the purpose. In order that we may have some idea, though, of just what these manuals contain, here are the chapter headings and sub-headings of a manual used by an internationally-known Chicago concern:

1. Preface.
2. Introductory.
3. Preliminaries:
   a. When to dictate.
   b. Promptness.
   c. Mechanics.
   d. Tact.
4. How to read a letter.
5. "Getting together" with your customer.
6. A tickler file.
7. Business letters like a love letter.
8. The length of a letter.
   a. Brevity versus Conciseness.
   b. When length is necessary.
9. International Correspondence:
   a. Inter-department.
   b. Inter-plant.
   c. Branch correspondence.
10. Efficient attributes of Better Letters:
    a. Personality.
    b. Tone.
    c. Good will.
    d. Courtesy.
    e. Criticism.
    f. According emphasis.
11. Construction of a letter:
    a. Words.
    b. Sentences.
    c. Paragraphs.
12. The opening of your letter.
13. The body of your letter.
14. The ending of your letter.
15. Inquiries:
    a. How to read them.
    b. When to reply.
    c. The nature of your reply.
16. Adjustments.
17. Correspondence & Collections.
18. A warning:
    a. Following advice literally.
    b. Lack of perspective.
19. Summary:
    a. Qualifications of successful letters.
    b. What to avoid.
    c. How to test a letter.
    d. Object of a letter.

This manual was replete with specific instances of exactly what that particular company wanted done and how it had been done successfully. The manual breathes a spirit of unity. It expresses the personality of that company in a way that makes each correspondent realize fully that he is working not for an individual department, but for a concern; not for any general concern, but for *this particular one.*

If your sales manual has any value at all it must, then, fully express the attitude and personality of your own concern regarding its letters.

Too much stress cannot be laid on the fact that the manual should be written:

1. By the biggest man in your company capable of doing it, or
2. By a specially trained outside authority who can spend enough time in your concern to express its correspondence needs effectively.

There are many other things that this man in the three and a half months that he spent with this particular concern, on and off, was able to do for their correspondence. I believe it will suffice us, though, to know that the five big outstanding things we have been discussing proved of the greatest benefit and brought in the biggest financial returns in the way of savings and increased results to letters.

Summing up the vital factors in the physical and mechanical aids of organizing a correspondence department, we have:

1. Centralization of responsibility for all mail.
   a. Centralization of responsibility for sales letters.
   b. Centralization of responsibility for Advertisement and complaint letters.
   c. Centralization of responsibility for Credit and Correspondence letters.
   d. Centralization of responsibility for Order letters.
2. The Centralization of the filing system.
3. The location of the central correspondence headquarters.
   Making it physically easy for the men.
4. Routine handling:
   a. Mail opening and mail reading.
   b. Mail collection.
   c. "Out Mail" girl.
   d. Sales "window" envelopes.
5. Specialized dictation matters.
   a. Dictating machine.
   b. Numbering of letters.
   c. Paragraph system and form letters.
   d. "Look-ups" in afternoon.
6. Standard correspondence manual.

In our next article we will discuss the formation and centralization of a stenographic department.

GOOD GET-AWAY FOR "MELTAWAYS"

"Something unusual, attractively presented" still successful in overcoming sales resistance. "Show the dealer something that is going to keep his sales from sagging, and you don't have to show him twice" says one of Canada's most successful marketers in telling of launching of "Golden Meltaways" and other candy specialties.

By W. H. C. McEachern

IF the average man were asked to state in which industry the "saturation point" has been most completely reached today, it is a safe bet that he would name in his first six guesses the candy business. No Canadian industry has enjoyed a more vigorous growth or taken a firmer hold than this. The list of candy makers in the Dominion is a formidable one, and, judging by a casual investigation, the distribution of the product would appear to be one hundred per cent. Not only do there seem to be candy stores on all corners, and also all along the street, in greater proportion than any other type of shop, but stores carrying candy as a side line are beyond number. In view of these facts, the average man may be excused if he guesses that the candy market has reached the "saturation point."

And he would be right. Such, at any rate, is the opinion of W. H. C. McEachern, of McEachern, Greenway, Coutts Ltd., candy distributors and manufacturers, Toronto, who are winning the sweet-toothed public with a new confection called "Golden Meltaways."

"Yes—the candy market is saturated—full up!" admitted Mr. McEachern to a representative from MARKETING.

"That is," he explained, "if you have nothing but the old stand-bys to offer in the usual time-honored way. But there is no 'saturation point' for anything unusual attractively presented. The possibilities of the specialty market are practically unexplored. That there is no limit to the selling chances of a good candy specialty we have demonstrated with our 'Golden Meltaways.'"

The opinion of the speaker is based not only on his firm's recent success as candy manufacturers and distributors, but on a long experience of the candy business. Mr. McEachern was for many years director of sales of the Patterson Candy Co. Fourteen months ago he organized his present firm with associates who have worked with him over long periods. In addition to their own specialty, "Golden Meltaways," which they manufacture, the McEachern Company act as distributors for three lines of candies. Thus Mr. McEachern went into the manufacturing end of the business knowing candy thoroughly, and, if possible, knowing even more thoroughly how to sell it. It was unnecessary for him to experiment with different marketing schemes in order to discover which was the best for his purpose. He had a recipe for selling as definite and clear cut as his recipe for a candy specialty. He knew exactly what he wanted to do. He had planned carefully how he meant to do it. And he has done it. The "saturated market" is absorbing a new confection thirstily.

The manufacture of "Golden Meltaways" is in the hands of Mr. McEachern's associates, who are experts and who are producing a quality product at a reasonable price. The distribution of "Golden Meltaways" is in the hands of Mr. McEachern who has studied intensively the art of selling.

One insertion of this advertisement in Toronto newspapers is credited with having sold 20,000 pounds of toffee.

"The basis of a marketing success is a quality appeal," said Mr. McEachern. "Everything depends upon whether you can induce a man to come back for more. The price appeal is for the moment only.

"Having achieved a good article, the next thing to decide is, What public do you want to reach? and, How do you mean to reach them?

"It is essential that your product be attractively offered and displayed. Its dress is a prime factor. Costly packages that add to the price of the candy are not essential, and are, in fact, a hindrance to selling. Hence, 'Golden Meltaways' are sold in bulk by the pound, but they are contained in 10-pound tins that shed a golden glow in the store. We gave a great deal of thought to the designing and coloring of these containers, with the result that they are descriptive of the appearance and eating qualities of the contents. Even if a man can't read, he guesses that that tin on the dealer's shelf contains something good. That, to me, appears to be the first essential in marketing anything that appeals to appetite and taste."

As the interviewer glanced at the container in question, he could not but agree that the eulogy was just. On one of its glowing, golden sides was a large, deep blue heart with the words "Golden Meltaways—Good as Gold," and on another side, framed in a similar setting, was the head of the decidedly pretty girl who is featured in all the firm's advertising of this particular line.

"You don't attach much importance to some recent criticisms that the 'pretty girl advertisement' has had it's day and earned a place in the discard?" Mr. McEachern was asked.

"None whatever!" he replied, adding, with a swift glance at the unusually attractive features displayed on a car card over his head, and which gave point to the slogan, "Sweetest Maid Candies," "Of course, it all depends on the pretty girl. If

she is used only as an eye-catcher, her use might be questioned. When she reflects or suggests an atmosphere of good taste, quality and refinement—then it is another matter. Our golden haired girl is absolutely appropriate because she reflects in an atmospherical way the name and quality of our product."

As already intimated, Mr. McEachern has clear cut ideas on advertising.

"In marketing 'Golden Meltaways' we have depended on three classes of advertising—window displays, trade journals, posters and street car cards," explained Mr. McEachern.

"I name these three media in their order of importance for this particular purpose—the introduction of a new line such as 'Golden Meltaways.' We use newspapers for our other lines, and their value is seen in the fact that one insertion we placed in Toronto papers for Allen's toffee for Thanksgiving sold 20,000 pounds. But in marketing a new product in which color plays so important a part, I believe firmly in posters, car cards and the front covers of trade journals. When you are able to use color you can appeal to the eye apart from the art of letters, and you can get your message over without a person consciously reading it.

"Our main reliance, however, is upon dealers' displays in stores and windows. That is primary. Display has had more to do with creating candy business than all other causes combined. It is a medium of the utmost importance to the dealer if he can be encouraged to utilize his store and windows to the utmost of their possibilities. If this display can be obtained without in any way sacrificing the dainty impression which prompts one to buy something for the joy of eating, it is invaluable.

"Many retailers make the mistake of never ordering enough of any one article to make a satisfactory display impression. They kill it by robbing it of any chance of being seen or sold. Believing that it takes a certain quantity of material to make an effective display, we try to induce our customers to order not less than 120 pounds of 'Golden Meltaways' at a time. This inducement consists of dealer helps in the form of a 15 pound glass display jar, 36 pound folding boxes and 72 half-pound boxes lithographed in exact keeping with the 10-pound tin containers, two large window cards, two window streamers and six Heart Tray Cards and Sweetheart Window Decorations. All of these sales helps are supplied free with orders for 120 pounds.

"We find it comparatively easy to get satisfactory window displays because of the attractive dress in which our goods are put out," concluded the speaker.

A plan to ensure simultaneous displays by a large number of dealers in a restricted district has proved to be successful in almost every case. It consists of the simple expedient of having all the orders from that district delivered at one time. For example, the firm's representative spent five weeks in Montreal booking orders which were all shipped out on one day and delivered on one day. This meant that no one or two dealers were getting in their displays whilst others were waiting weeks for their goods to arrive. The great advantage of the plan is that as soon as one dealer in a district gets his display set the others follow suit. He has no advantage over them unless they give it him, by delaying to make use of the display material sent to all alike. The concentrated advertising thus secured without extra work or expense in large and thickly populated localities is of great value. As Mr. McEachern puts it.

"One merchant's display is good, but the cumulative effect of ten or twenty merchants' displays simultaneously in the same town or city is twenty or thirty times better."

The success of "Golden Meltaways" as a new confection in a market already offering many excellent specialties is the invariable success of a quality product properly marketed. Says their originator:

"Making money is a sport which never goes out of season. Show your dealer something that is going to keep his sales from sagging in the quiet season, and you don't have to show him twice."

* * *

KEEPING TAB ON OFFICE WORK

How planning helps to keep work from piling up. A "working progress" chart and "schedule and dispatch" plan. Keeping track of tardy workers. How graphic charts help visualize office conditions.

FOURTH ARTICLE on Money-Saving Office Methods

THE office manager's job is dealing with machinery and equipment, but he has also to deal with the most uncertain, fluctuating element in business—human nature. All the little disturbances, petty quarrels, differences of opinion, variations in temperament of the different workers, the natural quickness of some, the laziness of others—all these, and many others go to make a bigger job for the manager than the work of perhaps anybody else in the office. His task, whether in a large or small office, is rendered easy or difficult according to the success or otherwise with which he plans the work under his charge.

Merely laying out on paper the things that are to be done is not planning. The amount of time required to perform each task must be definitely known; the relative importance of different tasks must be considered, and the work planned so that important matters are taken care of first and the less important details last. With a careful allotment of time to each task far more can be accomplished and with a minimum of friction.

A district superintendent of one of the telegraph companies uses a 5-by 8-inch card of his own design which he calls a "schedule and dispatch sheet." This is ruled in four columns, and headed as follows: "schedules," "work of," "subject," and "file." He keeps the sheet on his desk. In the first column appears the date on which the job must be completed. In the second is the name of the man responsible for its completion. In the third is

a note about the job itself. And in the fourth appears a note indicating the file where the particulars are to be found.

As the items are completed, they are crossed off. When a page has finished, those still uncompleted been filled and most of the jobs are transfered to the next sheet and the old one is destroyed. The superintendent, as well as his assistant and the head stenographer, each have a copy, so that there is a triple check to avoid oversight.

Above his desk the superintendent has a planning board with thirteen horizontal divisions. Each represents one of the affairs that come regularly under his supervision. The perpendicular rulings are merely those of a tickler—in other words, the days of the week, "one week," "two weeks," "three weeks," "one month," and the twelve months. In each square is a hook, and on it may be hung a small card.

This board serves in the routine work the same function that the schedule and dispatch sheet serves for unusual jobs.

When work has the habit of piling up in a department, some form of planning board can often be used to do away with the difficulty. The manager of one office found the remedy in a work board divided into two sections—one was red and the other black. The red portion he reserved for emergency and rush jobs, and the black for routine. A verticle column for each member of the office force shows to whom a job is assigned.

Three by five-inch cards are used in connection with the board. Each card has spaces where the executive may indicate to whom the order is issued, what it covers, and to whom the work goes next. The cards are punched at the top to fit over hooks on the board. If a card hangs in the first position of the red division, it has the right of way over anything else in that employee's column. All work in the red portion has precedence over the black. Time spent on a job must be shown on the slip, thus affording a check on the speed of the worker.

Usually prompt completion of work without congestion can be watched best with the aid of some mechanical device—such as a plan board or a chart—in much the way prefered by this superintendent. The managing editor of a well-known magazine uses a plan board that is unusual in that it emphasizes work undone rather than recording work completed.

The progress-of-work chart used by this editor should be of value in watching other kinds of office work, inasmuch as the time it takes is an important element in almost all tasks. A red "danger signal" for warning the editor against work left undone is the basis of this progress board. The fact that there are any undone steps is the vital point.

Just as almost any completed office work is made up of a number of parts or steps, so a managing editor's output is built up. Each article must be edited, put into type, illustrated, The chart formerly used to keep track of the progress of an issue consisted of a sheet listing the individual articles in a column at the left. At the right, columns were headed with the different steps, and a checkmark was made when a particular step was completed. This answered very well until the issue was fairly well along, and when the sheet became well filled with checkmarks. Then the white spaces or unfinished items became entirely insignificant amid the long rows of checks at a time when they should be particularly prominent.

This led to the development of the progress board which he now uses. With this, colored pasteboard disks an inch in diameter take the place of the checkmarks in the old scheme, or rather, take the place of a missing checkmark. These disks have a small hole punched in the center and slip over screw hooks on the boards.

In operation, each circle is covered with a colored disk at the start of the work. As each operation is performed, the particular disk that represents it is removed. The colored spots remaining on the board at any time thus show prominently the incomplete items and consequently those that need attention.

A card bearing the title of the article or in its wider application, the name of the part of the office routine, is similarly punched and mounted on screw hooks at the left of the board. The disks have to be punched but otherwise they are a

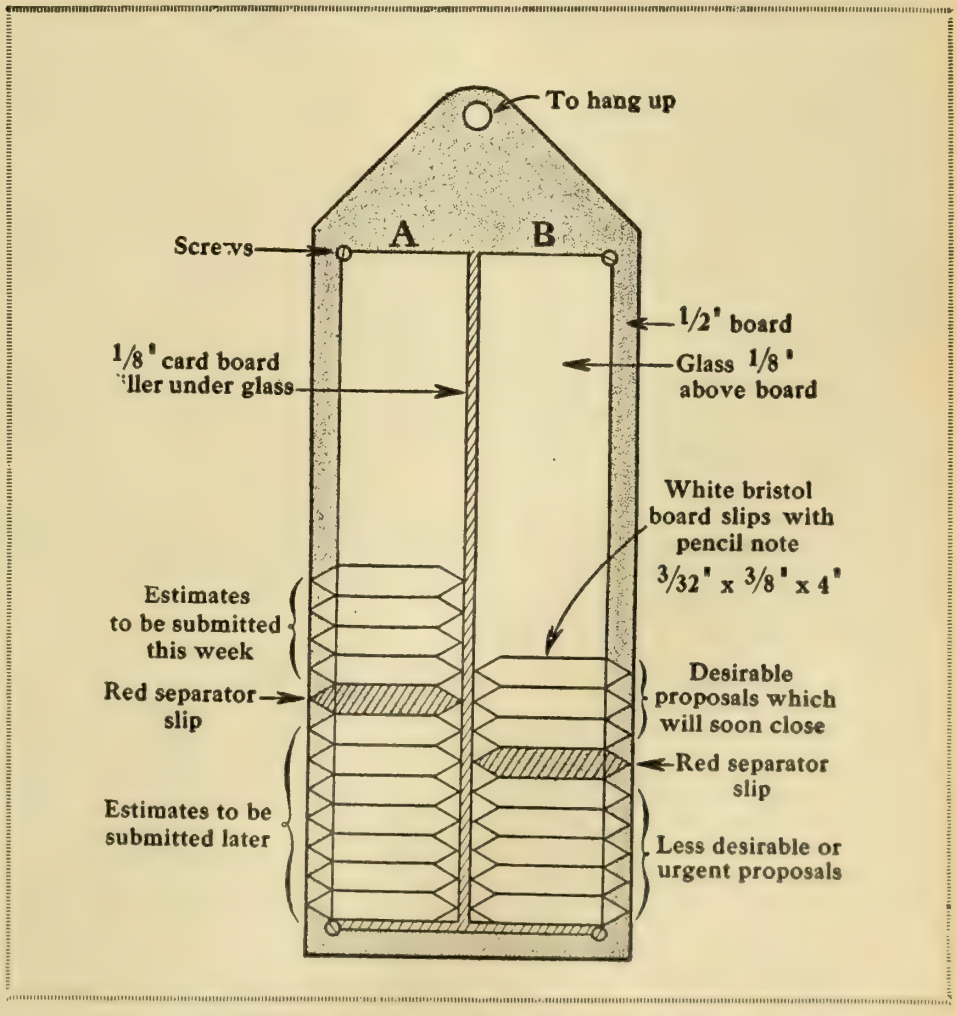

Figure 4. With the aid of this planning board the manager of one contracting concern is able—almost literally—to watch the progress from day to day of estimates that may mean large sums to his firm. Cards are inserted under the glass strips A and B, and shifted as the work progresses. He hangs it on the wall where it is always in sight.

standard product obtainable almost everywhere.

The first part of the magazine runs in color and so must go to press before the rest. To indicate this, red disks are used for indicating the progress of articles included in the color form and blue ones are used elsewhere. The brightly colored spots against the dustproof light gray background are so prominent that there is little excuse for overlooking them. A variety of colors would increase the scope of usefulness for follow-up purposes in many lines of work.

To keep his eye constantly on the progress of every estimate, the manager of a Philadelphia contracting concern has a plan board of peculiar construction hanging on the wall in front of his desk. Figure 4 shows how the board is constructed. It consists of a piece of plate glass screwed to a backing of fitted pine boards and rising an eighth of an inch above it. A strip of cardboard filler under the glass divides the board into two parts.

Cards are filled out to show work ahead, and they are inserted under the glass. Wooden pegs inserted in holes in the board, and touching the glass, hold the cards in place.

Every Monday these cards are arranged anew in the order of their importance. Estimates which it is essential to submit during the current week are placed at the top of the left part. Below them is a red separator slip, and the cards that show estimates to be submitted later are filed underneath. At the right are filed, in the order of their urgency, proposals that will soon close with the less desirable proposals underneath.

As some matters become more important, and others less so, the cards are shifted accordingly. Kept constantly up to date in this way, the board represents at all times the amount of work ahead, and shows what needs to be done next.

Playing checkers during office hours is a habit with another man. A transformed card table as shown in figure 5 is his checkerboard, and the "pieces" he uses are discs of various colors, on each of which is written the name of one of the employees coming under his supervision.

This office manager formerly had much difficulty in keeping an accurate record of his constantly shifting force. A card index failed to give him the results he wanted. He required a visible record which would show him at any time in the day the exact disposition of his force, as well as general facts that would help him to insure better control of the work.

Like many executives, he believes a mobile force of employees aids economy; for when one department is exceptionally busy, another may not have enough to do. With proper organization, employees in a comparatively idle department may be shifted to help another department through its temporary period of rush.

In this office, when workers are transferred in this way to an overworked department, their disks are moved by the manager's secretary. She receives notification of the transfer from the division heads concerned.

Thus an unusual amount of work in any one department comes to the immediate attention of the manager, and he can either direct that no additional work be sent into the crowded department; or transfer sufficient additional workers to it from a less congested department.

In case of serious congestion, a small red flag mounted on a disk is placed on the checkerboard space which represents the crowded division. This is a signal that calls for the manager's immediate attention.

A white flag, similarly placed, means that the department thus indicated is able to spare part of its workers for service in some busier division. Just as soon as a division has returned to normal conditions through borrowed aid, the return of the workers to their own tasks is chronicled on the board simply by shifting disks. Thus the manager can see, without leaving his desk, that the usual routine has resumed.

The office checkerboard performs many other important services. It records tardiness and absences in a simple and satisfactory fashion. Late arrivals are reported by the office timekeeper to the manager's secretary. She inserts a small green thumb tack in the offender's checker. Absentees' disks are lifted from their places on the board and laid side by side in an absentee rack, which is provided at the side of the table. Here the checkers remain until the absentees return to work.

Tardiness signs remain on the disks throughout the day. Three days' tardiness in succession earns for the belated offender a black tack, which may lead to a talk by the manager. Members of the office force know how the tacks work on the manager's checkerboard, and this fact has had the effect of reducing the tardiness percentage.

By using checkers of various colors, the checkerboard gives much information of a miscellaneous nature that is very useful in regulating and controlling the work of the office.

White disks, for example, signify workers of ordinary ability—those whose tenure of employment has been brief and whose record for efficiency entitled them to no special consideration. Red disks indicate division heads—workers who deserve recognition because of their special executive qualities.

Gold disks designate all those whose long and efficient service warrants the manager in entrusting them with much authority.

Disks half white and half red in-

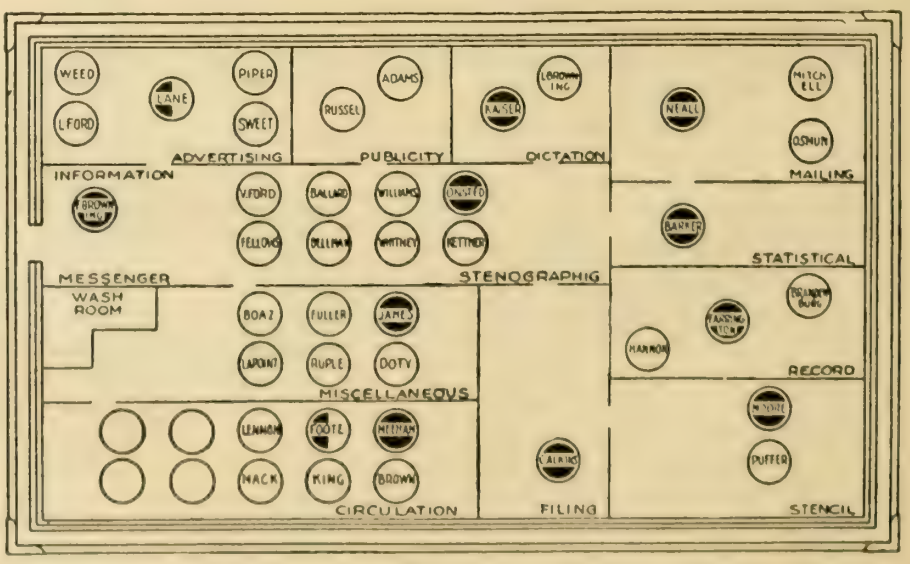

Figure 5. You'll recognize this as a "ground floor" view of the "office checkerboard" as described. Here you will see just how it helps the office manager to keep his finger on every detail of the work. After you have studied the plan thoroughly perhaps you will want to devise one of these checkerboards for your own use.

dicate workers of ordinary grade whose industry and adaptability place them in line for promotion. Blue disks without names indicate vacancies in the office force which need to be filled.

On occasion, the board can also be used to chronicle information regarding the progress of special tasks. Small squares of pasteboard are in readiness, and when the manager wishes to follow the progress of some particular work, one of these squares is placed in the proper position on the checkerboard, and is moved as the work progresses.

Thus, a square labeled "fall letter to Ontario list" can be transferred from one department to another as the work goes ahead. Reports come to the secretary regularly from the addressing, enclosing and mailing divisions, and the square is moved along in accordance. If the square stops too long in any one division, that fact is apparent to the manager and he can take steps to hurry the work.

Information regarding office transfers, deserved promotions, and the like, comes to the manager's secretary from division heads in the form of office notes. The data represented is at once registered on the checkerboard, so the manager may see at a glance just what is taking place in the office without the need of really lengthy memoranda. The amount of time that is saved in this way is considerable. This man's plan frees his mind from the necessity of always asking himself whether details are being attended to.

Graphic charts are used by many office managers for visualizing office conditions and tendencies. These same charts also can be made to show details of interest to other executives of the business.

One of the principal obstacles to the wider use of charts has been the fact that the average office manager believes it is necessary to employ a draftsman to make them up, and that expensive drawing instruments will have to be procured. It is true that the average clerk is not educated along these lines; but he very soon can be, for anyone of average intelligence may easily become expert at plotting and drawing curves. The drafting consists chiefly of drawing straight lines and a little lettering, although a typewriter may be used for most of this.

One office manager introduced graphic records into his office to a large extent. He arranged with the head of another department, who had a draftsman in his employ, to allow the latter to put some of his time on the charts when he was not busy with other work. In a very short time the charts became so popular with the executive officers that they wanted nearly everything shown in picture form. The work finally became too heavy for the draftsman to keep up with in his spare time, so other arrangements had to be made.

The department head, therefore, took on a clerk who was able to use a typewriter, at about one half the salary paid to the draftsman. He taught him how to plot and draw charts, and kept him at this class of work almost entirely for about two months. At the end of this time the young man was able to make up charts faster and neater than the draftsman could. The work was done on a tabulating typewriter, which gives just as good results for the purpose as the best kind of hand printing, and is, of course, far more rapid.

As to the cost of the necessary tools—$4 will more than cover the cost of a complete set.

The following list shows what is needed:

Three bottles of drawing ink, one each of black, green, and red; One ruling pen, 5½ inches long; One 18-inch celluloid straight edge; One 6-inch celluloid triangle; One fairly hard lead pencil; One piece of soft rubber.

The cross-section paper which is the most convenient for general use, is made in sheets 15 by 11 inches. This sheet is divided into squares, of which there are 24 one way and 20 the other. Each large square is subdivided into ten small squares, making the total number of squares 240 one way and 200 the other. This permits the use of a great many kinds of headings for various purposes.

When it is desired to make a comparison of various years, a different color of ink should be used for each year. With this arrangement it is possible to draw charts on the same sheet for as many years as there are colors of ink.

Sometimes it is desired to make a comparison of several different items for one year, against the year before, on the same sheet. In order not to confuse the years with each other, it is necessary to show all items for one year in the same color of ink. Six different kinds of lines may be drawn in the same color of ink, and yet easily be distinguished one from the other.

Figure 6 shows a simple way of keeping tab on the vacation schedule. When a department employs a large number of men it is not so easy, from a written schedule, to keep track of the number of men who will be away at a given time. With the arrangement shown here, the manager can see at a glance just how he will stand for help during any time in the vacation period. The office having only a dozen or so employees is particularly likely to be crippled if vacancies are not properly scheduled. If, through an oversight, two clerks doing similar work are away at the same time, the whole office may be disorganized. A simple chart would probably avoid such mistakes.

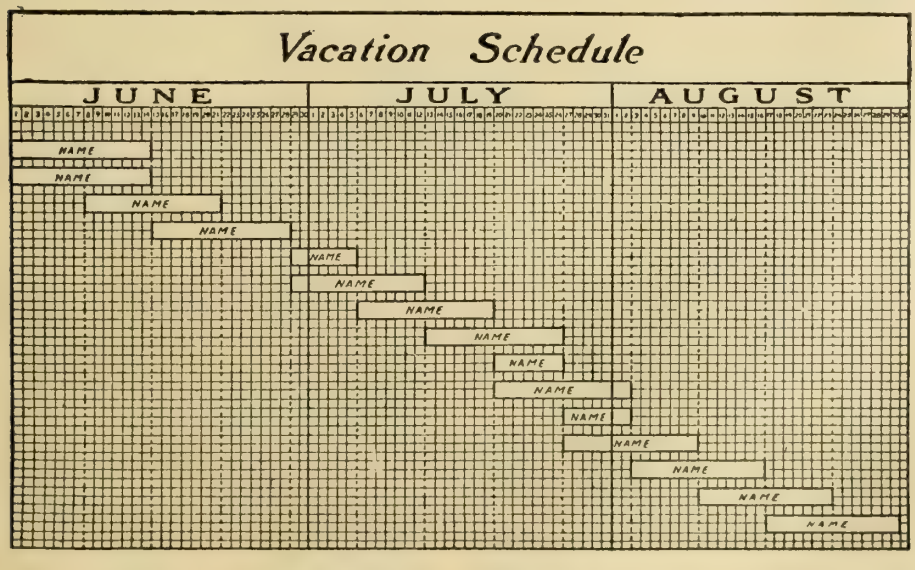

Figure 6. Here's a progress chart that provides for a vacation schedule that won't "gum up" the business machinery. Once a schedule like this is drawn up it shows at a glance who is on vacation, or is yet to go, or has gone, at any stage of the vacation period, and the man in charge of the office can aways lay out his plans accordingly.

TWELVE TIPS ON ADVERTISING*

Tip No. 10.—Talk About People Rather Than Goods

Advertising is the art of persuading *people* to buy *things*, and people are more interested in themselves and in other people than anything else. Too much advertising is abstract, general, dry, stodgy—should be more personal.

By Herbert N. Casson

PEOPLE and *Things*—these two comprise the whole world. Advertising is the part of persuading *People* to buy *Things*; and in my opinion, this can best be done by talking about *People*, rather than *Things*.

This is a revolutionary idea. It has seldom been done, and then it was done by accident, instead of by design.

It is difficult. There are many dangers and libel suits lurking about for those who deal in personalities.

But I venture to give this as the Tenth Tip, and to say that your advertising can be made cheaper and more effective, if you talk about People, rather than goods.

People are more interested in themselves and in other People, than in anything else. Not even the Cenotaph could attract as large a crowd as Charlie Chaplin.

Is not every newspaper mainly about people? In this morning's paper, for instance, there are the names of 173 people in the news columns, without including the sporting page.

Also, there are 33 illustrations, of which 29 are of *people*. The other 4 show a war-pigeon, a motor-boat race, an apple tree and a monster mushroom.

In the same paper I find 47 display advertisements and only 3 of these contain the names of people. These are: "His Master's Voice," giving names of great singers: "Tyne Brand Herrings," giving name of Sir Ernest Shackleton; "Pinnace Cigarettes," giving name of J. G. Cock.

These 3 advertisements are easily the most interesting and effective advertisements in the paper.

So, is this not a fact worth thinking about? Fully three-fourths of the news is about People. The illustrations, too, are 88 per cent. about People.

But 94 per cent. of the advertisements are about things.

Is this not a mistake? Isn't it one of the main reasons why the news is so interesting and why advertisements are so dull?

Frank Munsey, of *Munsey's Magazine*, who owns several magazines and 5 daily papers, once told me that no picture should be printed in a magazine or newspaper, unless there were People in the picture.

"All houses look alike," he said. "All machines look alike, but people are eternally different."

Look at the popular magazines and books on the news-stands—what are they about? Are they not all about People?

There are the expensive magazines, full of personal chit-chat about the rich and the titled—about the glittering few at the top of the society pyramid.

And there are the cheap magazines, full of slander and crime and trouble and romance—all about the people who are wicked or unfortunate.

In the back shelves of the newsstand, or underneath the counter, there may be a few *unpopular* magazines—British trade papers and technical journals. These are about *things*, so only a few people want them.

A friend of mine once started a *Food* magazine. "Everybody," he said, "is interested in food." It failed. He learned that while people like to *eat* food, they do not want to *read* about it.

What they like to read about is the story of men and women—the romance and tragedy and pathos and humor of life.

Kipling once wrote the story of "The Ship That Found Herself." It was clever, but it fell flat. Nobody cares about a ship. If he had written about "The Captain Who Found Himself," it would have gripped everybody.

Advertising ought to be more *personal*—there can be no doubt about that. It is too abstract, too general, too dry and stodgy.

If I am to advertise a gown, surely there is a better way than to give the particulars of the job-card and then to write a psalm of praise about it. Nobody is wildly interested in either statistics or psalms.

Would it not be vastly better to photograph a pretty mannequin, with the gown on? Would it not be far more effective to mention the name of the mannequin? Why not?

The advertisement then would have a *human interest*. It would be news. It would be gossip. Everybody would notice it and remember it.

And if you put in the advertisement exactly what the mannequin said, when she saw herself in the full-length mirror, you would have an advertisement as fascinating to women as a page by Ethel M. Dell.

Such an advertisement would be *alive*. It would be as compelling as the front page news. It would be vastly different from the stiff pen and ink drawings and the stale old adjectives of self-praise.

The vast majority of advertisements are as much alike as *epitaphs*. They are as solemn as epitaphs. They are as egotistical as epitaphs and just about as true.

There you have one of the reasons why so many advertisements fail to sell goods. Of course they fail.

How could such stale, monotonous stuff influence a blase indifferent public, that is pelted with such advertising from morning till night, and entirely fed up with the lot of it?

Most advertising agencies turn out hack advertisements by the hundred, partly because they are cheaper and easier, and partly because their clients don't know the difference.

But every agency can do better and more original work if it is asked for it and given a fair chance.

The standards of advertising should be set higher, and one of the most needed improvements is the introduction of a personal element.

Is there any good reason why the name of the maker of the goods should not be mentioned?

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If Classified counts—

The Globe carries more Classified Advertising than any other morning paper in Canada.

Its Classified Advertising rates are from 50% to 100% higher than those of other Toronto papers.

Yet The Globe's General Advertising Rate is less than one-fifth of a cent per line per thousand.

Dominant Medium in the Toronto-Ontario Market

The Globe.

TORONTO

Member Audit Bureau of Circulations

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

Why should most articles be anonymous and impersonal?

And why should the names of the buyers and sales managers and shop assistants not be mentioned?

If I had a drapery shop, for instance, I would make it, in every possible way, as personal as I could. I would have a neat framed sign on every counter, giving the name of the sales-girl. I would have the name of the buyer over the entrance to every department.

I would have a shop run by People, not Things.

Why is theatre so fascinating? Why do we pay the price of a good dinner for a seat? Why is there a queue at every kinema and none at the shops?

Is it not because the theatre and the kinema deal with People and are altogether personal in everything they do?

Can we not learn how to attract the crowd by imitating the strategy of the newspapers and theatres and kinemas?

Have we not imitated the colleges and the monthly reviews and the epitaphs long enough?

Can we not Humanize our business? Can we not write our advertisements as though we were talking to our *Friends?*

CAN WE NOT PUT A HEART AND A SOUL INTO OUR ADVERTISING. By TALKING ABOUT PEOPLE, RATHER THAN ABOUT GOODS?

* * *

KIRKWOOD'S LETTER FROM LONDON

One-pipe furnace and electric washer being advertised in England. Insurance a feature of circulation efforts. Trade outlook still gloomy. Stereoscopic photographs improved way of showing merchandise. Competition in the oil business, and other topics of current interest

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

THE American invasion continues. One of the latest comers is Jim Henry, and his kick-off intimate talk is about Mennen's shaving soap. I am hoping that some day he will talk about talcum powder, because this is an unadvertised line. This grieves me every time I see in the U.S.A. magazines the lavish and colourful and impressive advertising of talcum powder.

Of course talcum powder is used here — the dusted noses of many young women who would be alluring tell you that. But no maker of talcum powder is booming this product in this country.

Welcome Jim Henry!

ARTIFICIAL WARM AIR.

The one-pipe furnace has arrived in this country, and is being gently advertised. You will find no hot air or high temperature in the advertisements now appearing as "readers" in certain placid newspapers.

I think of this because some months ago I read in the Halifax *Chronicle*, the Saturday edition of which I receive through the goodwill of the business manager, Mr. E. C. Young, an advertisement of the "Enterprise" (I think it was the "Enterprise") pipeless furnace, which was 100% red-blooded, with a temperature of 212 deg. F. I cut out that advertisement as an example of Jack Londonish virility. It "sold" one thoroughly.

I had been wondering if there was a market here for the pipeless furnace — this because of the comparative mildness of the English climate; so it was interesting to learn that for twelve months the International One-Pipe Heater has been sold in this country, with declared success.

Another newcomer to Britain is the Blue Bird Electric Washer. It also is being advertised in spaces of very moderate size — about 4 single column inches, and the copy is almost of poster brevity and style.

No electric washer has been advertised in this market with any aggressiveness, so the Blue Bird makers have not the advantage of any great amount of prior educational and persuasive work. A lot of Maytag washers reposes in a certain warehouse in London as dead stock. Their owner would gladly let himself be separated from them finally and for ever — for the job of selling them has proved too hard.

LIFE INSURANCE ADVERTISERS.

I send you an advertisement of the Sun Life of Canada — a kind of advertisement which this company uses habitually; and, I understand, with very considerable success.

So far as the text or copy goes, it is almost commonplace, that is, we have seen this "story" advertising used repeatedly by life insurance companies — in Canada and in the United States. But humanized life insurance advertising in Great Britain is uncommon.

The caption of the Sun Life advertisement, "I give my wife £1,000", is arresting.

PROMOTING NEWSPAPER CIRCULATION

Insurance as an expedient for promoting circulation is an old "wheeze", to use a classic English word, but it has never been used so freely or boldly as at present.

The chief exploiter of insurance as a circulation maker is the London *Daily Mail.* Its offers to registered readers are amazingly generous. They include: £3,500 if one is killed by an accident to a train. £7,000 if both husband and wife are killed by an accident to a train. £1,000 if killed by an accident to a steamer, lift (elevator), omnibus, street-car, cab, charabanc, or any hired vehicle. £2. a week pension should the accident cause permanent total disablement. £5. a week up to 12 weeks, during temporary disablement. £250. if killed while a pedestrian by any vehicle in the street, or while riding a bicycle, tricycle or motor-cycle for pleasure. £250. in case of death by accident while playing football, cricket, golf, tennis, hockey or lacrosse.

Rent up to £2. a week in every case where weekly benefits are paid.

The offer to pay rent was made a trumpet blast in the issue of the *Daily Mail* for December 31st. It was the *Daily Mail's* New Year's gift to its readers.

Under its insurance offers to registered readers the *Daily Mail* has

Circulation Growth

THE VALUE of circulation growth in any medium should be measured by the means employed to obtain it—is the increase artificial or natural?

Is it due to Prize Contests, Clubbing offers, and the like, or is it the genuine development of an intensive service to its reading public?

The average circulation of THE OTTAWA JOURNAL DAILIES for February 1922 shows

an increase of 1,178 Copies per issue

over the corresponding month last year.

For the month just past the weekly figures are as follows:—

	Evening Journal	Morning Journal	TOTAL
Week Ending Feb. 4	22,809	5,403	28,212
„ „ Feb. 11	23,261	5,465	28,726
„ „ Feb. 18	23,484	5,491	28,975
„ „ Feb. 25	23,597	5,425	29,022

In the absence of any special campaign to account for these gratifying increases, full credit must be given to THE JOURNAL'S exceptional news service, to its sane, constructive editorial policy, to its many exclusive features, and to its irresistible "home" appeal.

THE JOURNAL'S consistent circulation gains are serving to strengthen its already dominant position in the Ottawa Field—to substantiate its undisputed claim as the paper that "goes home" in the Capital.

The Ottawa Journal

THE MORNING JOURNAL (Members A.B.C.) **THE EVENING JOURNAL**

Average Feb. 1922 . . 5,462 Average Feb. 1922 . 23,354

Circulation February 1922 . . 28,816

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South. Bldg.

paid over £82,000. It counts that day lost whose low descending sun sees its insuring company not well "done". It fairly shouts with glee when it is able to record some registered reader killed or hurt; and beneficiaries find their grief and suffering much assuaged.

To be a registered reader is a simple thing; one fills in and forwards to the *Daily Mail* a coupon, giving his personal name and the name of the newsagent who supplies him with the *Daily Mail*.

The *Daily Mail's* net sale circulation exceeds 1,532,000 copies. So its insurance offers do the trick.

The London *Daily Express*, Lord Beaverbrook's paper is making a great splash of its insurance proposals, which give protection against illness. The London *Times* insures motorists, the London *Daily Chronicle* refuses to be eclipsed by its competitors, and offers its readers insurance; so, also, does the London *Daily News*.

It has the effect of making death and misadventures highly profitable. Men and women say—

'O, Death, where is Thy Sting?'
'O, Grave, where is Thy Victory?'

How They Do It In Holland

The British makers of Greys Cigarettes discovered that in Holland their cigarettes were being "faked". Some enterprising and fearless Dutchman counterfeited the Greys packet and put in counterfeit Greys cigarettes. The thing that was not counterfeit was the money which he obtained for his spurious merchandise from distributors.

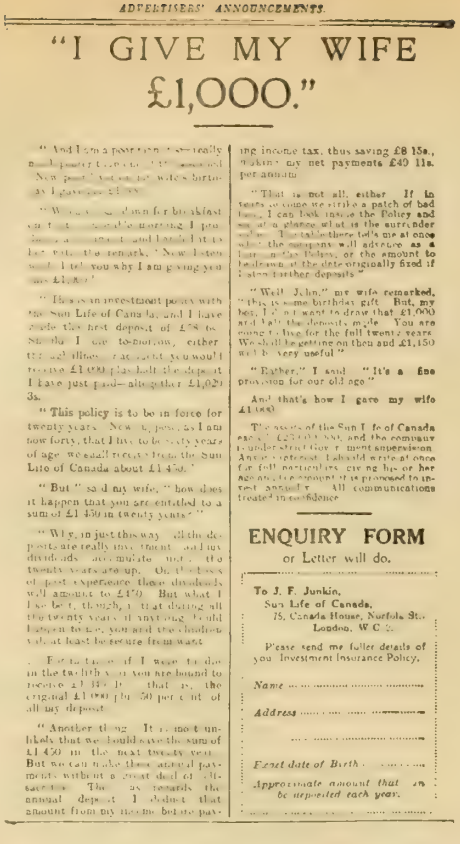
The counterfeiters were so successful in the sale of their "faked" Greys that the sales of genuine Greys declined sharply.

The compliment paid to Greys was not appreciated by their British makers, who have prosecuted the counterfeiters and the printers and lithographers who co-operated with them.

A Failure Of Success.

A firm of cigarette makers in London put on the market a new cigarette. It "caught on", for reasons, and sales soared to a point where the makers could not supply demand from their own factory. In the circumstances, they had others make their cigarettes for them — with penalties attached to the procedure.

Also, their supplies of the particular tobaccos used were inadequate; so other tobacco had to be used.



ADVERTISERS' ANNOUNCEMENTS.

"I GIVE MY WIFE £1,000."

"And I am a poor man — really small paper to-day — my annual New Year present to my wife's birthday I gave her £1 10s.

"When ... sat down for breakfast on that ... morning I put ... and I said it was ... the remark, 'Now listen ... I tell you why I am giving you ... £1,000.'

"It is an investment policy with the Sun Life of Canada, and I have made the first deposit of £78 to-day. If I die to-morrow, either ... will receive £1,000 plus half the deposit I have just paid—altogether £1,039 3s.

"This policy is to be in force for twenty years. Now, I am, as I am now forty, that I live to be sixty years of age. We shall receive from the Sun Life of Canada about £1,450."

"But," said my wife, "how does it happen that you are entitled to a sum of £1,450 in twenty years?"

"Why, in just this way. All the deposits are really investment, and the dividends accumulate ... the twenty years are up. On the basis of past experience these dividends will amount to £450. But what I like best, though, is that during all the twenty years, if anything should happen to me, you and the children will at least be secure from want.

"For instance, if I were to die in the twelfth year you are bound to receive £1,039 ... that is, the original £1,000 plus 50 per cent of all my deposit.

"Another thing. It is most unlikely that we should save the sum of £1,450 in the next twenty years. But we can make these annual payments without a great deal of self-sacrifice. The ... as regards the annual deposit. I deduct that amount from my income before paying income tax, thus saving £8 15s., making my net payments £40 11s. per annum.

"That is not all, either. If in twenty ... come we strike a patch of bad luck, I can look inside the Policy and see what chance I have of the surrender value. The table there tells me at once what the company will advance as a loan on the Policy, or the amount to be drawn at the date originally fixed if I stop further deposits."

"Well, John," my wife remarked, "it is some birthday gift. But, my boy, I do not want to draw that £1,000 and halve the deposits made. You are going to live for the full twenty years. We shall be getting on then and £1,150 will be very useful."

"Rather," I said. "It's a fine provision for our old age."

And that's how I gave my wife £1,000.

The assets of the Sun Life of Canada exceed £25,000,000, and the company is under strict Government supervision. Any ... interest, I should write at once for full particulars, giving his or her age, and the amount it is proposed to invest annually. All communications treated in confidence.

ENQUIRY FORM
or Letter will do.

To J. F. Junkin,
Sun Life of Canada,
15, Canada House, Norfolk St.,
London, W.C. 2.

Please send me fuller details of your Investment Insurance Policy.

Name .....

Address .....

Exact date of Birth .....

Approximate amount that can be invested each year.

Though seldom seen in Canadian newspapers, the Sun Life of Canada has used advertisements of this character in England with considerable success.

with the consequence that the cigarettes have not run true to the originals.

Further, the rapid expansion of their business demanded the employment of more capital than they possessed, and so financial difficulties were added to their other troubles.

There have been other troubles, but those recited suffice to help me make my point, which is: going off at half-cock isn't good business.

Success must be anticipated, even as failure must be provided against. There may be a gamble in business, but business is not a gamble: it is cold-blooded arithmethic. Men not able to swim in deep water should keep in the shallows until their little arms and legs are stronger. Also, if the earth offers itself to someone who thinks that he wants it, it may be the course of prudence to refuse to accept it. Trying to carry more than one's arms can hold is likely to cause disaster. Intoxication may give, for a little time, a furious joy; but when all is said and done, sobriety and sanity are better business assets.

War Riches Have Wings.

The reader of newspapers and the club lounger are continually hearing of broken men who made bloated fortunes during the war, and who began to think themselves semi-gods in the financial paradise. They invested their money in enterprises that promised to multiply their fortune to dimensions that would make John D. not the richest man in the world.

Today, when the tide of prosperity has receded, and not yet returned, these got-rich-quick men are being smashed right and left; and the enterprises promoted by them are empty egg-shells — sometimes broken egg shells.

Easy come, easy go. Put otherwise, success to endure requires its possessors to prepare themselves for it, and often the preparation is a long one.

The year 1920 was a mad one for mergers. Promoters consolidated many competitive companies; and the public provided the required capital. But, alas, for hopes and the confident promises of prospectuses. Daily one reads in his newspapers of huge trading losses.

Among the companies to report losses in the fiscal year 1920—1921 are Burberry's Ltd. and Wall Papers Manufacturers Ltd.

The former company which had a capital issue in 1920, reported a trading loss this year of over £450,000. This company makes the famous Burberry cloths and garments, and has rather imposing retail premises in Haymarket Street, not far from Piccadilly Circus.

The trading loss of Wall Paper Manufacturers Ltd. for the last year of operations exceeds £950,000 the previous bolance sheet showed profits of over £600,000.

One suspects that these and many other companies have been deficient salesmen of their products—this apart from the shrinkage in inventory values of their merchandise.

Swan & Edgar's Corner.

Some months ago I reported the purchase of the business of Swan & Edgar by Harrods; and the declared intention to rebuild the Swan & Edgar premises. Now the news is that Harrods are more than willing to re-sell the Swan & Edgar business and site — declared to be the finest business site in the world. Rumour says that Lyons, the Caterers, were offered the site, on which to build a hotel.

Business conditions are causing Harrods—so it is said to desire to postpone the rebuilding of the Swan & Edgar premises; but British law is hounding them to action. The land on which the premises are built is crown land, and leases are

B.C. Income Tax Returns
An Index of Prosperity

BRITISH Columbia does not claim to be principally a farming province. Agriculture ranks with three other industries, in two of which B.C. leads all other provinces.

Yet more than twice as many farmers paid federal income tax during 1921 in British Columbia, as in Quebec, Nova Scotia, New Brunswick and Prince Edward Island together. This, in spite of the fact that Quebec and the Maritime Provinces are mainly agricultural.

In the average amount paid the agrarians of British Columbia topped all other provinces, contributing an average of $105, as compared with $70 in Alberta, $30 in Saskatchewan, $33 in Manitoba, $43 in Ontario, $85 in Quebec and $70 in the Maritime Provinces.

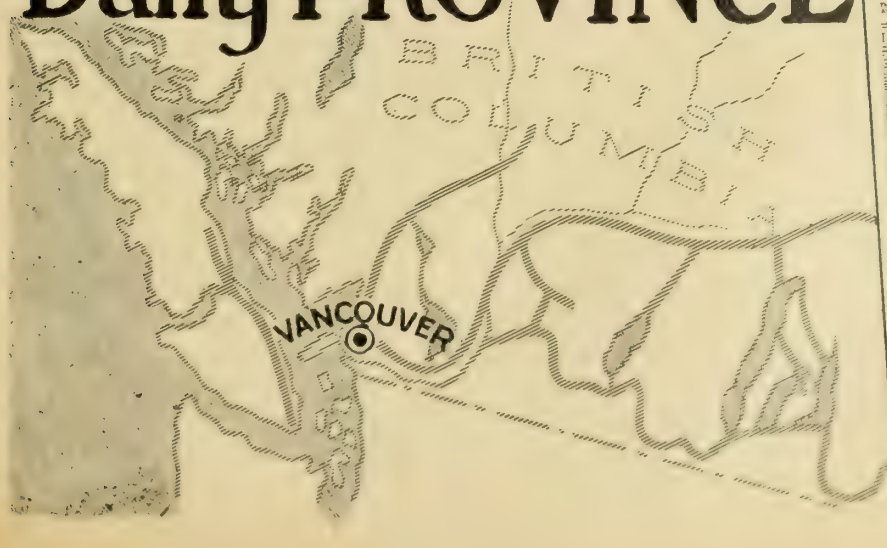
* * *

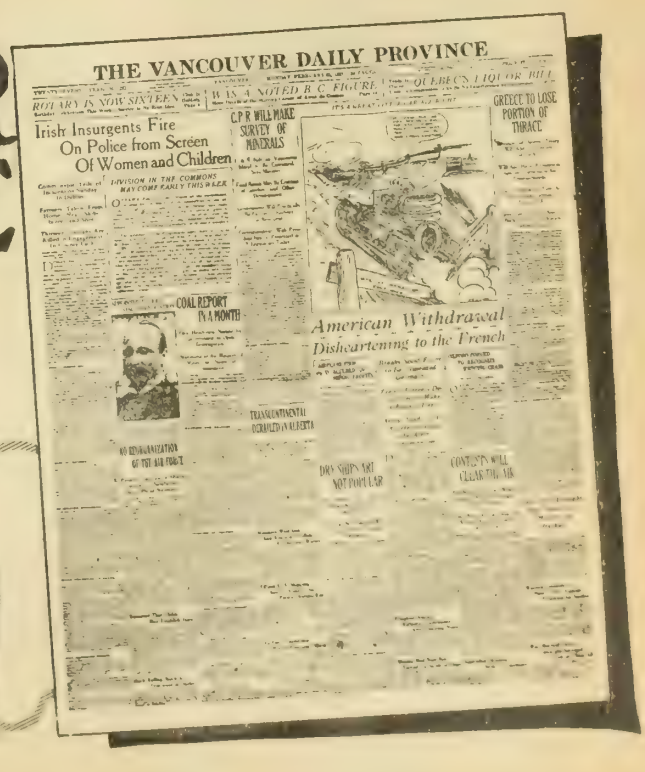
No wonder British Columbia is called "the fortunate province" when one of its minor industries ranks so high in per capita prosperity. The residents of B.C. have money to spend, and THE VANCOUVER PROVINCE is the big medium in the province for manufacturers to use in inducing them to spend it.

The "Province" invites a comparison of its A.B.C. statement with the A.B.C. statements of other British Columbia dailies

Circulation Over 60,000 Every Day

The VANCOUVER Daily PROVINCE




THE VANCOUVER DAILY PROVINCE
Irish Insurgents Fire On Police from Screen Of Women and Children
C.P.R. WILL MAKE SURVEY OF MINERALS
GREECE TO LOSE PORTION OF THRACE
COAL REPORT IN A MONTH
American Withdrawal Disheartening to the French

about to expire. Present leases require holders to re-build before the expiration of the old lease as a condition of renewal on old rental terms. If re-building is evaded, then"rack rent" is charged; in other words, the rent is raised. So it becomes a question of arithmetic, which is better — to rebuild, and retain old rental terms; or to do no building, and accept the penalty of raised rental?

Times Are Not Good.

The trade outlook in Britain is gloomy. Business has not revived, and there is a black cloud over "The City", — London's Wall Street.

The banks are gorged with idle money — money not being employed in trading enterprise. This fact explains the over-subscriptions of attractive public issues in these times of trade depression; but unless issues are gilt-edged, investors are wary, and many issues fail to realise their notices.

Until the Irish situation is settled assuredly there is a certain obvious nervousness. Also, the menace of a bankrupt Germany and the bleeding sore of Russia are delaying the restoration of trade. What is wanted and needed is established exchanges, for stabilised exchanges will be an index of world confidence in the affairs of finance, business and social development, and a subsidence of industrial strife, and war perils.

Taxation in Britain is a most impoverishing factor—for business and the individual. What it means for an individual is perceived from this single case: a man in receipt of a salary of £1,250 is required to pay £225 income tax; and it is much worse as salaries and incomes exceed £1,250.

Letting Well Enough Alone

A memory training school or institute — not Pelman's — in this country had a "slam" many months ago from *John Bull* — one of London's watch-dog newspapers. In late November its wounds were exposed in the London courts, and healing salve was sought from Odhams Ltd., the publishers of *John Bull*, and its editor, Horatio Bottomley. The plaintiffs had as witnesses a few individuals of no very great fame or status — among them a chimney sweep — to declare that their course of memory training was all that they claimed for it. The defendants had as witnesses Harley Street luminaries and others who fancy themselves master-analysts of the human brain. The testimony of these men of authority was a crushing condemnation of the memory system. The presumption is that it will cease to be a saleable commodity and if this happens, then a business goes smash.

I have previously referred to the quarrel between a man named Bigland and Horatio Bottomley, M. P. Ever since Horatio went after his scalp, Horatio's scalp has been the quest of very very many. For weeks and almost daily, Horatio has figured in the news of court proceedings. Horatio's name and place have been greatly damaged by his long retention of the spot-light; and I am thinking that he is wishing most fervently that he had let sleeping dogs lie — even as the vendors of a system of memory training may be wishing that they had taken the kicks given their business with grinning and forbearance. Law is a great humourist.

A Woman's Exhibition

The *Daily Express* is a newspaper of enterprise — sometimes imitative, but why not?

In July it is to hold a Woman's Exhibition. The Sections are Fashions, Textiles, Footwear, Toilet, China and Glass, Motherhood and Child Welfare, Arts and Crafts, Educational, Kitchen Equipment and Cookery, Recreations, Publications.

The place—Olympia—is a big one, and one shakes his head.

One also shakes his head when contemplating Sir Charles Starmer's changing the *Westminster Gazette* from an afternoon to a morning paper. Sir Charles is the successful publisher of numerous provincial newspapers. What profit is derived from them is likely to be fully required to pay the losses on the London venture.

The lure of London and of publishing has the power to mesmerize minds that, before the temptation is hugged, remain fairly clear. Again and again do men, when the publishing bee gets into their bonnets, issue a challenge to history: they match their ability, shrewdness, and resources against a sort of monster wearing a smile as inscrutable as that which baffles the beholders of the Mona Lisa portrait.

We all wish Sir Charles Starmer good luck, but we have our doubts.

Another interesting development in newspaperdom is the withdrawal of Horatio Bottomley from the editorial chair of *John Bull*. The publishers of *John Bull* put it very nicely in their published announcement, but one suspects that the initiation of the change was not in the will of Horatio.

Selling Fear to a Burglar

Salesmanship was demonstrated in the following incident: A suspicious noise was heard in a certain Middlesex house, and neighbours surrounded it. A man came out and menaced one of them with a revolver. Thereupon a bystander threatened to release a bulldog. The argument was convincing, and the burglar surrendered.

I define salesmanship as impressing one's will and mind dominantly on another; so I regard the man with the bulldog as a good salesman. His merchandise was Fear. The prospective purchaser had a resistant will and mind, but under the pressure of persuasion he accepted the seller's proposal. The transaction was completed in a very short space of time.

Sir Charles Higham. M.P.

Doubtless the news is old: Charles F. Higham. M.P., the internationally famous British advertising agent, has received a knighthood.

Not infrequently in my letters to *Marketing* have I mentioned the name of Sir Charles. I knew him when he returned from America to his native land, so Americanized in speech, methods and ways that none suspected his English origin. The perpendicular pronoun was much used by him. He sold himself deliberately, and in so doing offended the sensibilities of most of those with whom he had contact. He threw many monkey wrenches into the staid machinery of British customs and traditions: but by sheer power and by his great successes, he triumphed over all opposition. When I returned to Toronto in 1911, he was just beginning to emerge from the obscurity which is almost the inevitable lot of genius at one stage of its development. By his daring he quickly became a most forceful force in British agency practice, and in the development of advertising. During the war, his energy, genius and knowledge were lavishly given to the causes of the war: and freely used.

Sir Charles offered himself for field service, but was rejected. Then he raised the first volunteer regiment of business men, known as

Saskatchewan: Pivotal Province of the Prairie Territory

THE last ten years have seen a marked change in prairie conditions. Saskatchewan now has the lion's share of the population, earning power and buying power of the prairie provinces. In many essential respects Saskatchewan bulks larger than the other two prairie provinces combined.

Census figures just issued for 1921 show that of the total population increase of 633,684 for the three prairie provinces, Saskatchewan has by far the largest share, i.e., 268,958, or nearly 40 per cent. In the ten year period covered by these figures Saskatchewan showed a population increase of 54.62 per cent.

The Bulk of the Population

Almost 40% of the Prairie Population Is In Saskatchewan

Province	1921	1911	Increase 1911-21
SASKATCHEWAN	761,390	492,432	268,958
Manitoba	613,008	455,614	157,394
Alberta	581,995	374,663	207,332

The Bulk of the Earning-Power

Over 60% of the Prairie Field Crop Is Grown In Saskatchewan

Province	Total Yield 1921
SASKATCHEWAN	388,632,000 bus.
Manitoba	112,287,500 bus.
Alberta	131,063,000 bus.

(These figures are from the Dominion Bureau of Statistics final crop report, issued January, 1922, which also shows that while the value of the crop in Manitoba and Alberta declined 54.1% from the 1920 figure, Saskatchewan declined only 20.6%).

The Bulk of the Buying-Power

Over 45% of the Prairie Auto-Owners Are In Saskatchewan

Province	1920	1921	Increase
SASKATCHEWAN	59,708	66,059	6,351
Manitoba	36,322	39,728	3,406
Alberta	38,500	39,571	1,071

These three classes of statistics show that the big market in Western Canada is in Saskatchewan. Here is the greatest earning power and the greatest buying power. Note that Saskatchewan bought almost 2,000 more automobiles last year than the other two provinces combined.

Manufacturers seeking sales on the prairies should turn first attention to the premier western province. The biggest newspaper between Winnipeg and the Coast—The Regina Leader-Post—will cheerfully co-operate with national advertisers in this rich territory.

LEADER-POST

Regina **Saskatchewan**

Largest Daily Circulation between Winnipeg and the Coast

Ask Any Recognised Agency, or

E. J. GUY
302 Royal Bank Building
Toronto, Ont.

E. L. McARTHUR
232 St. James St.
Montreal, Que.

FRANK E. PAYSON
528 Winch Building
Vancouver

the Optimist National Corps. He was the organizer of the Volunteer Motor Transport Corps. He was active in the publicity campaigns for the raising of Kitchener's Army, various War Funds, for the recruiting of men for the shipyard, and money for war charities. He gave three-minute speeches at seven London theatres for the War Loan. These are but a fraction of the things he did during the war. Since then the Government has had him on various committees.

Sir Charles is a very active member of Parliament. He was connected for a time with a film producing company and has identification with one of London's fashionable night clubs. He contributes freely to publications, and is a dynamic force in developing his own professed business as an advertising agent, and in promoting the progress of better advertising in this country. His accomplishments shame most of us. We are tortoises by comparison.

Sir Charles is still a young man — in his forties. His further career will be watched with genuine interest.

Pertaining To Biscuits.

Huntly & Palmers, and Peek, Frean & Co. have amalgamated, their finances being directed by a holding Company called the Associated Biscuit Manufacturers Ltd. Each of the Companies will carry its business under its old name.

All the great biscuit makers of Britain have suffered reverses since the war, for their usual export market has been taken from them by reason of prohibitive exchange rates. It has meant plants working far below capacity. Also, it has made it an economic necessity to maintain prices in the home market beyond the price as related to the prices of raw materials and labour. There have been reductions in the consumer-price of biscuits, but the newspapers and retailers are saying that they are not what they should be. Biscuit prices in this country are as made by agreement among biscuit manufacturers.

Price Agreements.

The prices of scores of commodities in this country are artificially maintained — by agreement among competing manufacturers. Domestic china, for example, is graded by manufacturers, and the prices to the trade are uniform for the same grade of ware. The prices of all kinds of building materials are similarly fixed and maintained, and transgressors against the regulations of the price-makers incur penalties.

The justification for the practice of fixing prices for goods of the same classification is that chaos, price-cutting and no profits were the fruit of unregulated competition. One reads in his newspaper the complaints of those on whom the uncomfortable or unendurable weight of high prices falls; but the law of this country affecting trusts is practically non-operative.

A Compliment To Canadians.

Canadians who register their names at the offices of the High Commissioner become the recipients of a fair amount of advertising matter. One of the proposals which will be made will be phrased as follows:—

> "Mr. ..... requests the honour of making a few Camera Portraits of ..... for inclusion in his photographic record of Overseas Visitors. No charge will be made for the sitting, and finished copies will be sent for your kind acceptance. Photographs will not be published, if so desired."

The overseas visitor may receive a similar invitation to be photographed from more than one photographer, and some will say that one of the objects of making the photographs is to supply copies to the Press.

I know that these proposers keep faith with their own pledge; that is, they finish two or more copies free, and do not importune the sitter to buy. At the same time, it is suggested that the sitter can obtain additional copies at prices which are quoted — $25 per dozen for the cheapest prints.

It is a subtle — and doubtless successful — form of canvassing. Sooner or later the one who honoured the photographer is likely to order duplicates, which at $2 or more each, represent a profit. Overseas visitors rather like to have "camera portraits" made in London.

The average portrait photographer is about as dead a salesman — I am sorry to have to use the word "salesman" in this connection — as can be found anywhere; yet his is a kind of merchandise for which a very wide, if not individually large, market awaits.

Stereoscopic Photography

Speaking of photography reminds me that I have been shown stereoscopic photographs, of the usual parlor kind, of progressive manufacturing processes, of machinery details and parts, etc. The idea is that travelling and other salesmen should use them as a form of demonstrating their merchandise.

The stereoscope shown me was of the familiar kind. The salesman who canvassed me on this business told me that he had made sales to some very large and important manufacturing companies. I found his examples fascinatingly interesting and satisfying. Stereoscopic photographs excel limitlessly the common kind of photograph: and as an attention-getter, mind-focusser, and sales aid, are almost beyond competition. Also, they do their work of revelation, demonstration and persuasion in a very effective way. The application of this idea is wide.

A Triangular Oil Story

I listened one afternoon to a narrative concerning three oil companies —the Anglo-American (which is the Standard Oil Company), the Shell Company, and the Anglo-Persian. The last-named company has for its advertising manager Peter O'Donovan, formerly of *Toronto Saturday Night*.

The story relates to the competition of these three companies, among themselves for the petrol (motor spirit) market in the British Isles.

In repeating the story, I do not vouch for its accuracy. I had it from the lips of a man seemingly well-informed. This is the most that I can say.

The Anglo-American Company were pioneers in Great Britain, and prospered. Their occupation of Great Britain goes back to the eighties of last century.

Then came the Shell interests, a Dutch Company, with wells in Java and Borneo. This company had millions of money, and when they came into the British market, they offered the sales manager of the Anglo-American a 5-years' contract at £10,000 a year, which wage was several times that being received by him from the A.-A. Company.

This man was able to save his new employers the costly errors made by the A.-A. people when they began. In other words, the Shell Company became the heirs of all the experience of the Anglo-American Com-

Continued on page 284

Exclusive With Others

because

Excluded by *The Citizen*

During 1921 nearly 500,000 lines published in the other Ottawa Newspaper did *not* appear in The Citizen.

There's a reason

Simply stated, we rejected a lot of it, and the balance wasn't offered us; either because we had turned down the same sort in other years or because our advertised prohibition of such business was well known.

The Citizen excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers, fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks and any other advertising that should not be found in a Clean Home Newspaper

In eliminating this class of business, The Citizen has been solely influenced by these good business reasons for doing so; *the protection of its readers, the maintenance of decency in its columns, and to secure greater confidence in the advertising it accepts and prints.*

The Citizen restricts its advertising pages to only high grade merchandise and announcements of legitimate enterprises. You are always certain of good company when you advertise your product in the columns of The Citizen, as this paper maintains a higher standard in the acceptance of advertising copy than any newspaper in Canada.

For these reasons the readers of The Citizen respect it and have confidence in it. And the fruit of this confidence is—results to the advertiser.

The Citizen prints more high class National advertising (the only kind it accepts) than any other Ottawa Newspaper.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban
25,500

Total Circulation
29,460

EDITORIAL COMMENT

Standards Not Established By Advertising

THE public's attitude towards fraudulent or inaccurate advertising is summed up in the words: "Do me once—it's your fault; do me twice—it's my fault." Herein lies the explanation of why advertising that misleads fails to sell a customer permanently. Standard goods are not made so by advertising, but because the public, by continued use, proves them to be so. Having once passed a favorable verdict on a product which has been found satisfactory, the public is content to pay the price the manufacturer says it is worth, and to keep on paying it as long as the product is required. But it is the satisfaction and not the advertising that produces this final result.

Advertising is typographical photography A skilful copy writer can do with words what a skilful photographer can do with lens and chemicals. When either attempts to "fake the picture" he does not enhance the merits of the subject itself. Both an advertisement and a photograph can be under or over developed, or "faked.' The first or second of these faults can be due to ignorance or carelessness. The third is deliberate, and, in advertising, cannot be excused on the plea of art.

The function of an advertisement is to represent the goodness of the goods it advertises. An under-estimate of the selling points is poor advertising. An over-estimate of the selling points is poor advertising. An over-estimate is misleading, and the more clever and brilliant the copy and layout, the weaker is the advertisement. The perfect advertisement is that which honestly presents the truth in the best light that will achieve the particular object in view. There is no "miracle" in advertising. The selling power is in the thing advertised. Nevertheless, the manufacturer who attempts to sell an article of merit without the aid of a carefully planned advertising campaign is trying to take a heavy grade on one cylinder.

* * *

An Old-Fashioned Cure

ACCORDING to the statisticians, cycles of bad trade may be expected with certainty and should be accepted with philosophy. In the present cycle, now nearing the end of its revolution, this advice to "grin and bear it" has been followed with a fair amount of success, although it must be confessed that the majority of the victims have elected to bear it without any undue expanse of grin.

There is some comfort in the thought that the time of commercial depression through which we are passing has been paralleled more than once in the past, and that in each case there has been a succeeding period that has set a new record in prosperity.

Thirteen years ago an inspirational writer published a little book for salesmen who were suffering from bad fits of the blues because of the trade depression that began on this continent in 1907. What we had to say then was almost word for word what we have been hearing at after-dinner speeches and reading in editorials for the past two years. "When the depression came down," he states, "it made little impression on salesmen for a time. In some lines they had been going about for months, not selling goods so much as apologizing for inability to fill orders promptly. Everybody had forgotten what hard times really mean. As soon as it was clear that America faced a commercial depression, far-sighted manufacturers prepared for it by developing goods with striking selling points."

During the present slump, doctors of sick business have diagnosed the case in precisely the words used to explain the situation thirteen years ago, and they have duplicated the prescription for a cure. "Developing goods with striking selling points" means an almighty lot when one comes to analyze it. Probably its nearest equivalent is "Work hard!" Hard work cured the last depression, and it is curing this. Mrs. Partington found it impracticable to sweep back the waves with her broom, but the peculiarity of this tide of new and bigger business that is setting in, is that the more there are who get behind it to sweep hard, the sooner it will roll up and the greater will be its volume.

* * *

Scouting For Prospects

TODAY'S customers were yesterday's prospects, and today's prospects will be tomorrow's customers. So obvious is this platitude that its simple truth is apt to be overlooked. It is being overlooked by many salesmen whose chief concern it is when making their rounds to visit only the "sure things," and leave it to the home office to notify them of prospects in their territory. And these prospects must be obviously good or they will not be favored with a call. Still less chance have they of being cultivated unless the chance of instant business is writ large all over them. There are such salesmen, who neglect the cultivation of the prospect bud so long as the open blossoms, as represented by regular and reliable customers, are willing to shed their fragrance in the form of orders.

Jenkins was a born salesman, and when, in his early twenties, he started out to sell tea, he earned $2,500 the first year. He increased his earnings year by year and spent his best efforts in cultivating prospects. The result was that in due course he had the entire trade of the three best buyers in a large territory. His commission on sales to these three firms alone kept him in more than comfort. Gradually he lost his keen scent for new business and it was not long before he quit cultivating prospects and took to cultivating roses in the considerable periods between calls on his three good stand-bys. There came a crisis in the tea trade and Jenkins and his three generous meal tickets were pulled down in the crash.

Jenkins is now his own scout for new business. His roses have thrown back to the original wild brier stage, but he has a wide range of accounts and a highly promising bunch of prospects to whose ranks he is constantly adding others. For every prospect of which the office advises him, Jenkins finds six or more of his own. He has learned by experience that in the shadows that lie outside the spot-light of immediate business there lurk the possibilities of still better business six months hence.

It pays to go scouting for prospects. Gold strikes are not made by advices by telegraph or through the mail, but by prospecting. The best business any salesman can have is that which he digs up for himself. What a man sows, that also shall he reap, is a promise as well as a warning.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Correspondence Course Sells Saws

What amounts virtually to a correspondence course for hardware clerks has been used successfully by E. C. Atkins & Co., makers of "Silver Steel Saws". The plan, which has very considerably increased sales per dealer, consisted of organizing the "Atkins Silver Steel Saw Club" for retail clerks in the employ of the company's dealers. Memberships were directly solicited by the Atkins salesmen, with the permission of the store owner. The application for membership which the salesman must sign and send in provides the mailing list. Each member receives a letter, a certificate of membership, button, and a booklet of selling points. There is a constant follow-up of literature which sells the members on pushing the line. Prizes are given for the best letters giving selling points, and the prize-winning efforts are duly circulated. The personal note is carefully fostered in all the advertising sent out, and this fact—that the company are interested in the salesman who sells their goods—has assured the success of the club.

A Cure For Price-Cutting

Price-cutting due to false quotations given by dealers was eliminated by a Canadian manufacturer of a line of cereal products through the simple device of sending the first copies of each new price-list to all his competitors. Enclosed was a letter explaining that, sooner or later, the salesmen of the competing firm would come into contact with the writer's prices, and as retailers have a habit of misquoting prices to suit their own purpose, the sender of the price-list deemed it advantageous both for himself and his competitors to have the correct figures in the latters hands. In two years' time this practice resulted in the elimination of price-cutting due to false quotations.

"You Have Got The Right Idea Tom McClung"

This phrase, and similar ones, is the keynote of an unusually successful plan to stimulate a closer acquaintance between the home office and the field force of one of America's largest manufacturing concerns.

In the weekly sales bulletin of this company, the Sales Manager makes it a practice of mentioning each man in the field at least once a month. Whenever he has the slightest reason for doing so,he gives certain individuals a bit of advice or encouragement. Naturally this advice, addressed to specific men, makes the rest of the group feel that they are "listening in". The psychological effect is greater than anything those who have not tried the experiment, have any idea of.

Service Bureau for Retailers

A body of wholesalers and manufacturers turned the tide of declining business by showing retailers how to sell more. A "Free Service Bureau for Retailers" was organized. Twenty-four local houses subscribed enough to finance the scheme for two months, and a hall was hired in the heart of the wholesale section. 3500 announcements of the service were sent out and within two weeks 2500 requests for help were received. Individual retailers put specific problems to the Bureau which were handled by the Advisory Board composed of men who were experienced in every branch of merchandising. Questions as to store arrangements were frequent, and sketches were prepared showing the best lay-outs. All kinds of problems were presented to the Board for solution, including special sales, advertising, credit, apportionment of stock etc., all of which were handled for the retailer by experts. When the two months of tryout expired it was found that the merchants were buying more and the houses supporting the Bureau gladly renewed their subs for another ten months .

Change in Coupon Increases Replies Sevenfold

A firm supplying office equipment is securing seven times as many inquiries from their advertising as they did last year. Where before they used a coupon in the advertisement inviting the prospect to send in for details of the free trial offer, they have gone further than that now and are using a coupon that is an order in itself. It does not say "Send for details." It says "Send the machine," and a large percentage of the inquiries are a direct bid for the orders, an indication that a great many people are still buying, and a great many people want to buy. if it is made easy for them to take action.

Automobiles Reduce Selling Costs

The use of automobiles for their salesmen enables a firm of oleomargarine manufacturers to reduce their selling force from forty-five men to nine. It also extended their territory and increased sales. As an initial experiment, their salesmen were authorized to hire automobiles to cover the territory contiguous to their big town stops. The routes were combed thoroughly and new territory was opened up. Towns that formerly were made but seldom were visited regularly. Places that had been inaccessible and to which salesmen had not gone previously, were worked periodically. The new system enabled the men to cover the ground so quickly that they did not have enough to do, and headquarters found they could reduce the selling force to less than one quarter its former strength. And the volume of business has increased materially, while the selling cost has gone down to a most satisfactory level.

Getting Space on Dealers' Shelves

Blue-prints of model shelving supplied to dealers have been the means of greatly increasing a hardware manufacturer's sales. He had suffered from the inadequate display of his goods and as the complaint was always lack of room, he hit upon the plan of coaching merchants to make effective arrangements of stock. Several sets of blue prints of shelving to fit various spaces were prepared. The shelves were made in units so the dealer carrying a $100 stock would need two sections 28-inch wide and 7 feet high; a $250 stock would fit into four sections of 10 feet high. The shelves were all of the right measurements to fit different packages. The weight was evenly distributed and the most popular sized articles placed within easiest reach. The dealers were amazed to see the economy of space that resulted, and it was not difficult for the manufacturer to get his goods into the most prominent position in the store, with the result of immediate returns in increased sales.

"Whatever You Say!"—for Books

An experiment in auctioning books through the mail was tried with distinct success by a New York firm of booksellers who sold over 3,000 volumns in this manner. Advertisements offering an odd lot of good books were inserted in several popular weeklies. The titles and a full description of each lot were given, together with the publishers' prices, and readers were invited to write in their highest bids. The response was satisfactory, and that the plan paid its promoters is evident from the fact that they are continuing it with full-page advertisements in such publications as *Leslie's*. "Make any bid you want to—10 cents, 50 cents, $1—whatever you wish—it's just what you say," invites the advertisement. The promise is given that the highest bidder gets the books. no matter how low the price. Bids are kept until a specific date when the goods will be shipped to the highest bidders and any bids not accepted returned.

Showing the Dealer Local Advantages

A manufacturing concern has been of vital assistance to its dealers by showing them how to co-operate with other merchants in the promotion of community enterprise, conducting Special Farmers' Days, Spring Openings, Dollar Sales and various stunts that attract trade to town. This service is in the hands of an expert who makes surveys of market possibilities in a locality in order that the merchant may take advantage of them. He gives particulars about mail campaigns and undertakes the multigraphing of letters where facilities do not exist locally. Where a foreign population dominates he assists in translation. These are little things which the dealer appreciates and which he does not overlook when short of the line manufactured by the firm in question.

Consulting the Dealer

A new brand was firmly established on a crowded market by consulting the dealers as to the best methods of advertising. Reply cards were mailed asking the dealers to state what local papers they would like to see their names appear in. They also received advance proofs of the advertising with space for the dealer to write his name in just as he preferred to have it appear. Dealers were shown a selection of advertisments and asked to select what he considered would be the best puller in his locality. The idea in using such plans was to get the dealer to give a few minutes favorable thought to the proposition before he was solicited for an order. Unusual dealer interest was shown and many unsolicited telegraphic orders were received before the campaign was launched.

The Prune Proves Popular

"National Prune Week" promoted by California Prune Growers greatly increased volume of business

A DETERMINED effort to introduce the prune into Canadian kitchens where it had been previously a stranger or an infrequent and not over-popular visitor, was made during "National Prune Week", Feb. 27 to Mar. 4, by the California Prune and Apricot Growers Inc., of San Jose, California.

"One feature of the campaign was the 2-pound carton in which the prunes are sold," said H. G. Tyler of Sainsbury Bros. Ltd., Toronto, Canadian representatives of the California Growers.

"This unusual size of package proved exceedingly popular with the dealers," explained Mr. Tyler, "because it meant two pounds sold instead of one in the usual way,— an increase of 100 per cent. It meant, further, no loss from giving a draw in weighing out bulk goods, and no paper or string, with a consequent saving of time in serving customers. Customers appreciated the fact that the prunes were large in size and included no dusty, dried-up specimens. Altogether, the new size carton with its wax paper lining made a decided hit both with the housewife and the retailer.

"Another highly successful item in the campaign was the series of recipes for cooking prunes which we sent out in generous measure. The general impression was that when you had stewed prunes or eaten them raw, their culinary possibilities were exhausted. By distributing thousands of copies of our recipes by mail to those who applied for them direct in response to the advertising, and through

retail channels to customers, we have managed to break down this very conservative idea regarding the cooking virtues of the prune. This piece of publicity has given the prune a new lease of life and shown it to belong to the best of menu company.

"We did not issue prune recipes in book form. Recipe books for all kinds of cooking materials are so numerous that the average housewife has a hard job of it trying to keep trace of them all. They get lost, or torn, or given to the baby to play with. So we adopted the novel plan of printing our recipes on gummed slips, two or more recipes to a slip, so that the cook could paste them into her own private recipe book just where she wanted them alongside her favorite formulas. This plan has given us 'preferred position' in innumerable cook books containing the most cherished recipes of all kinds.

"We have also issued a large number of 'health books' showing the beneficial results that follow a diet of prunes. Our chief dealer display was a three panel window card in colors showing the fruit gatherers at work. These were used in large numbers all over the country. A generous advertising appropriation was made for place in daily newspapers, national magazines and trade papers.

"The results of "National Prune Week" concluded Mr. Tyler, "have been satisfactor. and the volume of business has been increased. Enquiries for Sunsweet prunes and the recipe slips are growing right along."

* * *

Mark Imported Printed Matter

In the last fiscal year printed matter of a total value of $13,423,756 was imported into Canada for home consumption. Of this total $4,670,467 is given as the worth of the printed matter that came in free of duty. We are very sure that if the people of Canada were generally aware that so considerable a part of the printed matter used in this country was imported they would bring strong influence to bear to reduce the volume of this trade. They might not call upon Parliament to impose any duty or other restriction, but would in their buying discriminate in favor of the home printer and the home printing industry. In order that the people of Canada may know when it is American or German printed matter that is offered them, all that is necessary is, not that Parliament do anything, but that Government give effect to an import requirement Parliament has already prescribed. The statutory requirement that imported goods be so marked as to show the country of origin is for the moment suspended. The reasons for not yet bringing it into effect may be weighty in respect to some kinds of merchandise, but they cannot be pleaded in the case of printed matter.

It might damage some goods to have the country of origin stamped upon them, or it might be impossible to stamp some goods because of the fragile nature of the fabric, but printed matter can be marked without being damaged in the slightest degree. The Government will receive a petition from the printers, lithographers and boxmakers of Canada praying that the Act requiring imports to be so marked as to show the country of origin be put into effect in regard to printed goods. Catalogues, booklets, folders, labels, circulars, show cards, posters, stationary and other goods coming under the head of printing and lithographing ought to have the country of origin plainly declared upon them. The United States supplied about seven and three-quarter million dollars of the printed matter we imported in the last fiscal year. In no country is the printing industry more strongly protected by the tariff, the copyright law and the merchandising marks legislation. The Government is called upon to grant the very reasonable petition that the people of Canada be enabled to see for themselves when the printed matter that is offered to them is other than of home production. They ought not to be kept in the dark in so important a matter. They ought to have a chance to give rein to their preference for goods "made in Canada." —*Toronto Mail and Empire.*

* * *

Col. Cooper Addresses Toronto Advertising Club

The sending abroad by the Canadian Government of an adequate number of well-trained trade commissioners was advocated by Col. John A. Cooper, former Publicity Commissioner for the Dominion Government in New York, at a meeting of the Toronto Advertising Club in Toronto recently. Col. Cooper pointed to the success of the commissioner service maintained by the United States and stated that that service had been an important factor in the building up of the foreign trade of that country.

The future economic progress of the Dominion depended on two things—the country's ability to buy cheaply abroad, and to sell dearly abroad, said Col. Cooper. In spite of the fact that many Canadians seemed to be ignorant of the fact, Canada was an exporting nation of no little importance. "Our foreign trade per capita exceeds that of the United States. The export trade of the United States is $100 per capita while that of Canada is $190."

It now devolved on the Government to send men to every trading centre abroad to present the qualities of Canadian products, both natural and manufactured. The United States had 1,200 commissioners scattered over all parts of the world. The cost of the system, a little over $2,000,000 annually was supported by a system of viseing invoices.

"If a similar system of having invoices vised were adopted by Canada, at the same rates, the income from the United States alone would be nearly $800,000, one-half of which would be more than enough to establish adequate machinery for trade publicity in all United States cities of importance."

* * *

The E. J. Halliday Publishing Co. Ltd., Montreal, have purchased *Eastern Motorist* from A. J. La Rose. Mr. La Rose is now publishing *Canadian Sporting Life*, the first number of which appeared in January.

* * *

The Donalda (Alta) *Review* has suspended publication. F. J. Sleight, the owner, moved his plant from Erskine to Donalda last spring.

Land & Improvement Values of Canada's Farms

"WHAT'S WHAT IN CANADIAN AGRICULTURE"
Issued by The Farmer-Owned Press

Farms of Canada

Land and Improvement Values—Census Figures

Province	Average Value Per Farm				
	Land	Buildings	Implements	Livestock	Total Value
British Columbia	$7,658.06	$1,596.34	$192.16	$ 768.19	$10,214.75
Alberta	5,387.50	811.95	602.83	2,044.81	8,847.09
Saskatchewan	6,922.36	975.12	855.10	1,876.35	10,628.93
Manitoba	6,359.43	1,333.90	770.93	1,686.86	10,151.12
Ontario	2,697.33	1,386.14	342.74	969.28	5,395.49
Quebec	2,654.91	1,341.62	325.34	611.12	4,932.99
New Brunswick	863.37	823.78	159.82	374.85	2,221.82
Nova Scotia	971.53	806.87	85.37	298.57	2,162.34
Prince Edward Island	1,351.35	813.73	249.14	521.68	2,935.90
Total for all Canada	3,650.71	1,182.74	429.39	1,071.83	6,334.67

Note—Figures for Manitoba, Saskatchewan and Alberta are from 1916 Dominion Census of the Prairie Provinces, and other figures are from 1911 Dominion Census of Canada.

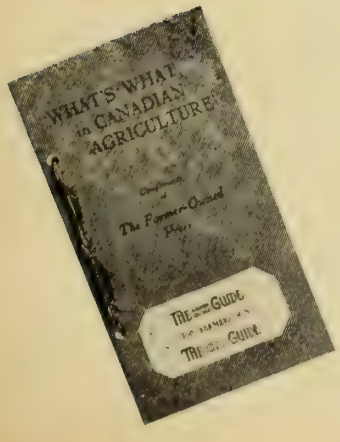
Table 7, Page 12, in "What's What In Canadian Agriculture"

When you need information on Canada's POPULATION—FARMS—CROPS—STOCK

Get it from

"What's What In Canadian Agriculture"

Prepared expressly for advertising space buyers.
As near to you in times of need as your hip pocket.



Published by and procurable only from

The Farmer-Owned Press of Canada

THE GRAIN GROWERS' GUIDE
WINNIPEG, MAN.

THE FARMERS' SUN
TORONTO, ONT.

THE UNITED FARMERS' GUIDE
GARDENVALE, QUE.

Or from Advertising Offices at

TORONTO, ONT., 1103 Bank of Hamilton NEW YORK, 1478 Broadway

Advertising a Big Factor in Success of New Insurance Company

Many prospects secured from newspaper advertisements

IN considerably less than two years the Ontario Equitable Life and Accident Insurance Company has built up a business that constitutes a record that has seldom been equalled. It has policies amounting to nearly $7,500,000, a large part of which was secured by advertising in newspapers, trade journals and the religious press.

At the instance of S. C. Tweed, president and managing director of the company, a precedent in insurance advertising was established by giving quotations. The innovation proved to be a success and some remarkable results were obtained.

Early in the fall of 1921 the company carried an announcement of 75 lines depth and three columns width headed "Meeting You Half Way". In this attention was called to the fact that because of business conditions many people could not afford to take insurance at the premiums regularly quoted; that they felt least able to do so at a time when they realized they had the greatest need for business protection. Then the offer was made to meet any such person half way by furnishing protection with premiums within their means. To do this the company prepared a table of yearly renewable and convertible term rates at various ages with a full explanation of what could be done with the policies by way of conversion, and offered to send a specimen policy and full explanations upon request. This advertisement was sent out to a selected list of papers and the response was more than gratifying. Other advertisements built upon the same principle and headed: "The Ordinary Life Plan", "The 20-Pay Life Plan", Minimum Rates—3, 5, 10 year Term" were also inserted during the following months and were equally productive.

"Requests from all over the country for information relative to these policies were received at the Head Office", said Mr. Tweed. "One man wrote in and asked us to send a representative to see him. We did and he bought a $10,000 business policy and a $5,000 life policy. Another request came from a minister, who said he wanted to take out $10,000 and that two of his parishioners wanted $5,000 each. We sent a man to see him and he and his friends are now members of the rapidly growing Ontario Equitable family. Then there were dozens of other instances where people wrote to this office and told us they wanted to buy insurance; that the plans outlined in our advertisements appealed to them and asked us to send a representative to see them. I consider that a man who is sold to the extent of writing a letter to the head office of a Company asking for a representative, is pretty well sold and I certainly feel that advertising has been a big factor in our success during the short time we have been in business.

"Our advertising has never been sensational. A plain statement of facts was all that we thought necessary. We simply put our cards on the table and the public, after inspecting what we had to offer, asked for information and then bought. Our appropriation for 1922 has been made and we believe that at the end of the year we will have just as much confidence and faith in the power of advertising as we had when we inserted our first advertisement, and that is admitting considerable because we, as a new Company, just starting in business, spent considerable money in the kind of publicity some people told us could not and would not be effective."

* * *

Encouraging Salesmen To Increase Sales

The spirit of co-operation between the sales manager and the "boys" increases sales 200 per cent. and lowers cost of selling

A certain concern was securing very unsatisfactory results from its sales force. They had in charge of sales a man who thought that the way to get the most work out of men was to drive them. He scolded them, he threatened them, he fired some of them, but the others worked no harder.

In desperation, the salesmanager began to spend more and more of his time selling goods himself. He was naturally in a position to get the names and addresses of all the best prospects. He went out and closed sales with these prospects. He showed the orders to the salesmen in an effort to shame them into greater effort. The actual effect was the creating of more ill-will among the men.

Finally when conditions had reached a condition so bad that the company could bear it no longer, it was decided to change salesmanagers. A man who had been very successful in building up sales forces was offered an attractive salary and he finally agreed to take charge of the force.

For several weeks the new sales manager did nothing except talk with the men individually. He asked them for suggestions. He encouraged them to come to him with any complaints. When they showed him that any treatment was unfair he corrected it. He encouraged them to ask him for any help in closing business.

At first they looked upon his offer with distrust. Occasionally, however, the prospects of some of the salesmen would telephone in, asking that a man call at once. If the particular salesman who had been working on this prospect was not within reach, the salesmanager went out and closed the business himself. His was a city force where the men reported back to the office every night and when the salesman whose prospect had been closed came in he would hand him the order.

The old salesmanager had experienced a great deal of difficulty in getting the men to report back regularly to the office. The new salesmanager, however, had little difficulty along these lines. The men were anxious to find out if he had any business for them. In fact, he made it a rule that unless the salesmen showed up, the business would not be turned over to him because waiting for him would delay the completing of the order. He made the men understand the fairness of this rule and they abided by it. There was no trouble in getting the men to report at the office twice a day.

Soon the salesmen were calling upon him to help close some of the more difficult prospects. In closing these prospects he gave his men some worth-while sales demonstrations and each man helped began to develope greater sales power.

Gradually, the men came to have more and more confidence in him. He allowed no opportunity to pass to impress upon them that he would always give them a square deal. He was careful to render a just decision in the case of every dispute or complaint brought to his attention. He grasped every opportunity to encourage and to instruct his men.

This course of procedure was so different from any that had been used in the past that the officers of the company were constantly giving him advice. Some of them thought he should do more selling himself and not always give the commission on the sales to the salesmen. He pointed out to them that not only were the sales increasing over the sales which were made under the old plan but that the cost per sale made was decreasing.

Some of the officers warned him that if he continued to be so agreeable and helpful to the salesmen, they would take an undue advantage of him. He found it necessary to sell his methods to the men for whom he was working as well as to the men who were working for him. He persisted in his methods, however, and sales increased and costs decreased.

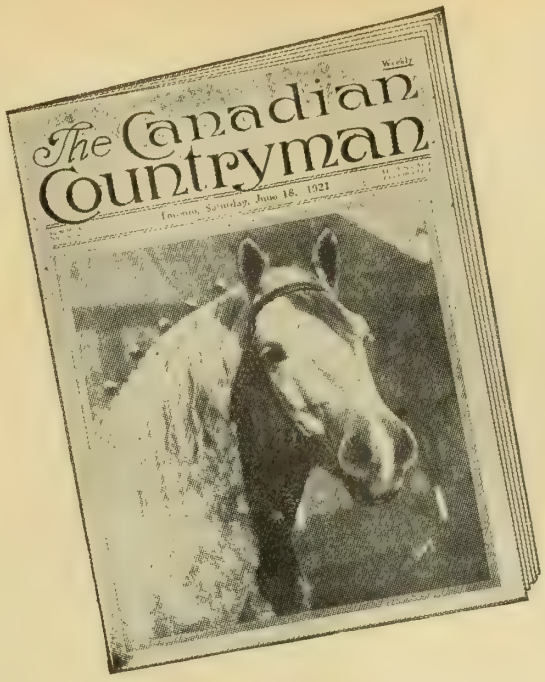
At the end of the year he had with him most of the men who were in the department when he took charge of it. These men, however, were entirely different men.

Each of them worked harder and earned several times what he had been earning before the new salesmanager took charge. Each was more cheerful. Each made a better impression upon the customers, and results in every way were much more satifactory.

During his first year, this salesmanager was able to increase the sales 200 per cent. and at the same time cut down the cost of selling. He did not change the method of compensation. There was no change in the product. The market remained the same. The only difference was the handling of the men. He watched his men and trained them as carefully as a football coach watches his men and trains his team.—Elliott Church in *Salesology*.

* * *

A. L. Dewar, Jr., has resigned as advertising manager of the Welch Grape Juice Co., Westfield, N. Y., to join the staff of N. W. Ayer & son, advertising agents, Philadelphia. He has been succeeded by E. P. Harrison.



Have You Checked Up Lately On Circulation Facts?

AT the end of 1921 there were five strictly farm publications issued weekly in the Province of Ontario—Canada's Greatest Farm Market. Now there are two. One has since ceased publication, a second is now issued every second week instead of weekly, and a third has changed to a semi-newspaper both in form and contents.

Below are the latest official figures of net paid circulation for the five publications referred to. Those quoted for the first four are taken from their statements dated December 31, 1921, which are the latest issued. At the closing date for this issue of Marketing (March 6) the December 31 statement for the publication listed as "Fifth Paper" had not been released, so we are compelled to quote from its statement dated June 30, 1921.

	Total	Ontario
Canadian Countryman	**39,255**	**31,627**
*Second Paper	27,636	24,498
**Third Paper	25,987	18,180
Fourth Paper	25,896	23,118
***Fifth Paper	11,476	3,199

*Changed in February to semi newspaper form.
**Ceased publication in February.
***Now published every second week instead of weekly.

Copies of Canadian Countryman's latest A.B.C. Report now available.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING *Member Audit Bureau of Circulations* TORONTO

Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In board cover, $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
Toronto

Kirkwood's Letter From London

Continued rom page 276

pany, and saved years of time and pots of money in consequence. Very quickly did the Shell Company make themselves formidable rivals of the A.-A. Company.

The Anglo-Persian Enters

In their world-searchings for oil, the Shell Company encountered in Persia an English company known as the Anglo-Persian Company. The Shell men said to the Anglo-Persian men: "You want money and markets. We'll provide both. You sell us all your motor spirit up to the end of 1922." There were other engagements entered into of mutual advantage.

By protecting itself against the competition of the A.-P. Company in the matter of motor spirit, the Shell Company strengthened itself for its fight against the A.-A. Company in Great Britain.

In Great Britain it set out, with unexampled vigor, to capture the market. The Anglo-American, first in the field and mighty, feared the Shell not at all. It remained a giant half asleep.

The War's Intrusion

When the war came, the British Government wanted to assure sources of supply of crude oil: and invested £1,000,000 in the Anglo-Persian Oil Company. It took the company's crude oil for its oil-burning battleships, and for refining into petrol, for aeroplanes and motor transport. It had the refining done in the plant of the Anglo-American Company.

Also, the Government sold to the Anglo-Persian Company an enemy-owned British Company known as the British Petroleum ("B.P.") Company.

This gave the Anglo-Persian Company an organized distributing Company in Great Britain.

Nothing in the agreements between the A.-P. Company aand the Shell Company forbade the A.-P. selling other makers' products in Great Britain: so the Anglo-Persian, through the B.-P. Company, bought from other companies, and put on the British market the "B.P." brand of motor spirit, thus becoming the competitor in Great Britain of the Shell Company.

The Shell Company's contract was to take the A.-P. Company's motor spirit—this if and when made: but when the British government took the A.-P.'s crude oil, then the Shell Company got no motor spirit from the A.-P. Company.

The A.-P. is Wise

When the A.-P. became a marketer of the B.-P. brand of petrol, it bought the sales manager of the Shell Company, for it knew how the Shell Company had done an adroit thing in purchasing the sales manager of the Anglo-American Company. So did the A.-P. Company become the inheritor of much knowledge and experience.

Thereupon a conference of the three competitive companies was entered into by which it was agreed not to raid each other's staffs. The price of men went up when the market was open. Now no employee may dream of getting some day a tripled income from a competitor company.

Incidentally, the Shell Company's hopes—that its "Shell" brand of petrol—would be unshakeably dominant by 1922—have come to naught. It finds instead that it but nursed into lustiness a company which became its competitor even during the years during which it was not supposed to be seen or heard.

The Anglo-American Company, whose brand of petrol is known as "Pratts," is confronted with two healthy rivals which together share the market with the A.A. Company on an almost 50-50 basis. The two younger companies are spending huge sums—a million dollars each, I have heard—this year to assure and enlarge their position. This challenge is rousing the Anglo-American Company from its semi-somnolence. So we are likely to see a pretty fight in this market—a fight that so far has not involved a price war. All three companies are in accord in the matter of the consumer-price of petrol.

Cunning Garage Men

Retail distributors of petrol have the itching palm, but the soothing salve is not always coin. The garage man may say to the petrol maker's salesman who solicits permission to erect a sign or instal some other publicity device, "By the way, my premises need painting." The quick-hearing salesman sees the point, and may arrange for the painting. This

response to suggestion does not bind the garage man to the petrol-maker who paid for the painting of his premises. The deal wos completed, so far as reciprocal favor is concerned, when permission was granted to erect the sign or instal the equipment. Thereafter, the garage man is free to negotiate for salve or "grease" with the representative of other makers of petrol.

All of which goes to show that the proper place of cultivation is the consumer, whose goodwill and demand are not open to be bribed.

* * *

What's In a Name?

(An Editorial in *The Financial Post*)

The use of the Made-in-Canada label can be made a fine thing for Canadian industry. The abuse of the Made-in-Canada label is a handicap to Canadian manufacturers generally. The pity of it is that the C.M.A. is on record as officially supporting the abuse. It uses its official organ to abuse those members who want Made-in-Canada to stand for quality.

At the luncheon tendered the Scottish Woollen Trade Mark Association by the Canadian National Newspapers and Periodicals Association last week Sir James Woods lauded the high moral policy of the Scottish manufacturers who, knowing that they had a product which ranked with the best in the world, were striving not only to have their standard recognized by the public but to prevent the makers themselves from lowering their colors as regards quality in the keen fight for business. On the other hand, Sir James explained, that in this country the manufacturers have adopted the Made-in-Canada label but it had been abused by many who use it and is no real indication of worth or quality.

That the Made-in-Canada label should mean a high standard of manufacture has been consistently advocated by *The Financial Post*... The manufacturers have no right to ask the home consumer to use an inferior article simply because it is made in Canada—and there is no use in asking the foreign consumer to buy something made in Canada if it is not better value for the money than can be had elsewhere.

The Made-in-Canada campaign has been backed by the Canadian Manufacturers' Association. Had the same effort been made to restrict the use of the label to goods of high standard as was made to have it used promiscuously on anything and everything, something worth while for the permanent good of Canadian industry might have been accomplished.

* * *

Caleb E. Johnston, president of the Palmolive Company, recently made the statement that the company's advertising appropriation for 1922 will total $3,000,000 as against $2,100,000 last year, and $800,000 for 1920.

* * *

George Davey, formerly with Saturday Night Studios, has opened an office for himself at 306 Manning Chambers, where he will act as a broker of art and engravings.

Reader-Confidence
that begets
Advertising Profit

THE partial failure of the Feed Crop last summer throughout the Great Central Dairy Belt created a situation that would have been even more serious but for the splendid corn crop in many sections.

Dairy Stock had to be sacrificed and the Herd Bull was, naturally, the first to go.

Dairy Bulls for breeding purposes will have to be purchased this spring in every section of Eastern Ontario, and THE OTTAWA FARM JOURNAL, in pursuance of its known policy, is in the forefront of a vigorous campaign to eliminate the Scrub Bull, and to introduce Pure Bred Stock.

The gratifying co-operation in this campaign from every County is real evidence of the influence of THE OTTAWA FARM JOURNAL in these parts—of the very intimate relations existing between it and its readers.

And herein lies the secret of the exceptional pulling power of its advertising announcements.

Over 100 individual representative foreign advertisers were represented in its recent "Farm Building Number" with a total in excess of 13,000 lines of Foreign Display Advertising—a splendid record in these lean advertising days.

If you have not already fallen into line, there is time yet to get your share of the spring business offering in this concentrated territory. 9,000 more copies of THE OTTAWA FARM JOURNAL are distributed each issue in Eastern Ontario and Western Quebec than any farm paper.

Ask any Advertising Agent.

Average Net Paid for Year 1921 **24,103**

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA **ONTARIO**

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Go-Getters

are the business producers of to-day, the men who make sales boom when others have failed.

The

Daily British Whig

is a GO-GETTER among Newspapers, producing results for its advertisers where all others fail.

Average for February

6,651

Member of A.B.C.

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph

AND

Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

Unadvertised Goods Are "Mavericks"

When the goods are unknown to the consumer, though of excellent quality, the salesman has added burden, H. J. Haire of Alabastine Co. tells hardware dealers.

UNBRANDED, unadvertised goods are like the stray, unbranded calves of the West known as "mavericks." This statement was made by H. J. Haire, of the Alabastine Co., Limited, Paris, Ont., in the course of an address before the recent annual convention of the Ontario Retail Hardware Association at Hamilton. Mr. Haire said in part.

"In view of the leadership on every hand of concerns that advertise, there is hardly any need to argue for successful advertising as one of the essentials of successful merchandising. Advertising is the greatest aid the salesman has. In some lines of business, advertising completes sales that the salesman could not complete, or does the work more economically than a salesman could do it. When it does not complete sales, advertising informs the public, interests it, and partly or entirely develops the demand so as to make the work of the salesman easy. If every retailer could be sure that every prospective purchaser of his goods would enter his store and see the goods offered for sale, or even go down his street and inspect his windows, he might hope to do without newspaper advertising and similar forms, but, of course, he could not reasonably expect this.

"Nor can the kitchen cabinet manufacturer hope that all the women able to purchase a cabinet will see one of his cabinets on exhibition or learn about it from a purchaser or a salesman. He must use advertising mediums to inform them. At the same time he must do such distributing of his goods and he must plan such sales work that he can get the full benefit of what he spends in advertising. Advertising multiplies the work of the salesman and enables the manufacturer or the merchant to talk to thousands where, without advertising, he would talk to hundreds. It is easy to lose fortunes quickly from injudicious advertising, but judicious advertising makes the field of many concerns almost limitless.

"Advertising is of much more importance, however, to some lines than it is to others. Such staples as bread, sugar, coffee, etc., if of good quality, can be sold without advertising, though it will be freely admitted that the advertised bread or coffee is much easier to sell than the unadvertised brand.

When the goods are unknown to the consumer, though they may be of excellent quality, the salesman has the burden of making the favorable impression, of convincing the consumer that the goods are the equal of some well-known brand. This is sometimes an easy thing to do, but at other times it is difficult. Retailers concede that advertising creates sales and brings many orders that they would never get if no advertising were done for the goods, but they sometimes argue against advertising on the ground that it permits the manufacturers to get too much control of the retailers' trade. Some large retailers, especially, are inclined toward having their own lines of goods, or lines that bear their own label, as far as possible.

"In a way, it is unfortunate that one aggressive advertising campaign usually makes it possible for manufacturers of competitive goods to follow in the wake of the advertised goods and get considerable patronage from retailers who incline toward the policy of handling the goods on which the largest profits can be made and which they can control more easily than goods that are well advertised by manufacturers. The successful retailer of good capital and a large following is in a better position to force his private brands than are others. Manufacturing problems are too much for most retailers. Well-known brands often give more prestige than a retailer's name.

"In nearly every line some manufacturer so far excels the others that his goods are acknowledged as the standard which others try to equal. Nine times out of ten, yes, ninty-nine times out of a hundred, the standardized goods, the goods the others try to imitate are well advertised and the imitation is not advertised or only sparingly so.

"In the old days of the west, stray, unbranded calves were called "Mavericks," they were without pedigree, without identity,—without known value—they were just "Mavericks."

"To-day, unbranded, unadvertised merchandise is plentiful upon the market, because the manufacturer has not trademarked his product. You know not whence it comes. Who is responsible for it, who sponsors its quality and vouches for its worth? Nobody. It is a "Maverick" among merchandise.

"An advertised, trademarked article has the 100 per cent. backing of the man who made it. It is an established product. It is only such because it has passed the acid test of public use, or if it is new, the trade-mark is the manufacturer's pledge to stand behind the article and see it make good, or make good for it. But if it is his, he wants you to know it and he tells you with his trade-mark. He is so sure of its quality that he is willing to stand the full force of possible complaints. So I say to you, for safety and economy to-day, buy trade-marked goods of known value.

"Purchasers of merchandise have no time, money or ability to waste in experimenting. In the facories and laboratories where advertised goods are perfected, specialists are employed to do the testing and experimenting, and after the finished goods are placed on the market with the maker's trade-mark, there is no necessity for mistakes in using the article.

"The dealer who offers his goods to the public sees to it that those goods are of standard quality, then he must determine the amount of profit he can sell his goods at and fix his price accordingly, considering all necessary overhead costs in his expenses. He cannot allow his stock to be carried away promiscuous-

ly with no system, or his trade would not get a square deal and his business would go to smash in a short time. His goods represent his stock in trade.

"Professional men must act on the same principle and secure an equivalent for that which they dispense to their clients. Material that has been on the market for a good many years, has been made on honest principles, perfected, and never sold for reduced prices is worthy to be considered and preferred.

"A really pitiful thing in the market to-day is the unknown brand, nobody knows it, nobody wants it, though it may be perfectly worthy. Selling it is a thankless job and using it may prove to be a disappointment with no redress."

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Two Essentials In Marketing Fruit

Next to standardization of grade and pack in the co-operative marketing of fruit was advertising, declared O. E. Bassett, Director of Field Organization, North American Fruit Exchange, New York, at a recent gathering of 200 Niagara district fruit growers.

Dealing with "Modern Marketing Methods", Mr. Bassett reminded his hearers that competitors in fruit production and selling, America over, were telling the public about their products through the daily and periodical press. They were making the public want and buy these products and spending millions a year, while the Niagara district fruit growers were not spending a nickle. The Niagara district must face this matter of advertising its fruit sooner or later. It should face it and do it now. Once an association had the right kind of goods to sell and told the trade and consumer about them, merchandising was comparatively easy, but it must be done sensibly. Dumping was not merchandising. F. O. B. selling, with a well directed distributing system at both ends was the satisfactory way.

George E. McIntosh emphasized the need of better packing methods for the western markets, using crates and boxes instead of baskets, and seeing that the cars were properly loaded when leaving the shipping points. British Columbia growers had already adopted these practices, and the speaker would not be surprised to see British Columbia strawberries marketed this coming season in Montreal and other eastern cities.

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Britain Postpones Floating Fair

All the organization work for the exhibition ship "British Industries," which was to have been especially designed and built as a floating fair, has been stopped for twelve months because even the industrial boom campaign cannot meet the high prices.

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Canadian Weeklies Fix Minimum Subscription Rate

At the annual meeting of the Canadian Weekly Newspapers' Association, in Toronto, it was decided that the minimum rate for subscriptions to weekly newspapers should be $2 a year, owing to high production costs. Ottawa was fixed as the place of the convention of the association in June.

There are nearly 13,000 HOMES in the Border Cities

The Star's net paid City Circulation for six months ending Feb. 28, 1922, was 13,171 COPIES daily

(Total Paid Circulation Exceeds 19,000 Daily)

No paper anywhere covers its home city more thoroughly than The Border Cities Star

Member A.B.C.

Every Acre Occupied

The total land area of Prince Edward Island is only 2,184 square miles. With a population of nearly 90,000 this means that practically every acre is occupied. Sales efforts yield big returns per dollar of sales cost among a population so thickly settled and prosperous. The market is easily cultivated through—

Guardian & Examiner P.E.I.
CHARLOTTETOWN

$26,365,810

was the 1921 production in the territory covered by

The Daily News

NELSON

British Columbia

Member A.B.C.

THREE YEARS OF PROGRESS

AND STEADY GROWTH

Circulation of

Daily Record

Kitchener, Ont.

Dec. 1919 - 4 340
Dec. 1920 - 4,698
Dec. 1921 **6,191**

Without the aid of Contests or Premiums.

No waste or overlapping circulation—less than 400 outside forty mile radius

THE NEWS RECORD LTD, KITCHENER, ONT.

Member of A.B.C.

Defective Eyes Increase Cost of Manufacture

"Many workmen are accused of inefficiency and carelessness," says R. C. Augustine in *Trained Men*, "when theirs is a plain case of eye strain. When girl employees in one plant had been scientifically 'glassed,' production increased 28.4 per cent. Many apparently see as well as any one, but are using too much nerve energy in the process, thus causing a lowered efficiency of the whole body.

"Three things are vastly needed: First, an educational program carrying to the workmen a definite message relative to the value of keen vision and the importance of the proper care of the eyes. Second, vision surveys should be made in shop and factory in order that the employer may know the capacity of his men. Many workmen do not realize the vast importance of this matter. Many men are prejudiced against the use of glasses. They think of them as an evidence of physical weakness which will operate against the best interests of the owner. Third, more attention should be paid to the proper illumination of shops and factories. There is a close and intimate relationship between defective eyes and defective factory product, between eye strain and factory inefficiency, and they are two of the chief causes of lowered production in industry.

"A large proportion of our factory workers have defective vision. The eyes of one thousand workers in Toronto were examined. At the working distance only 138 had normal vision: 460 had slight visual defects, while 408, or 41 per cent. had faulty eyesight which interfered with their work and necessitated glasses. Only 127 of these were already wearing suitable glasses yielding normal balanced vision."

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Hamilton Advertising Club Hears Joseph Meadon

Joseph Meadon president of the Franklin Press, Detroit, addressed the Advertising Club of Hamilton on the evening of March 6th. The meat of Mr. Meadon's talk is contained in the following paragraph: "Many business men are skeptical of advertising, and what is claimed for it. They wonder if advertising pays; if it is a necessary evil which they cannot get along without? The business man who tries to foist an unmeritorious article on the buying public by the force of elaborate advertising cannot expect to get results. He may be successful for a time, but eventually he must fail. Such men declare advertising does not pay, but the honest business man, who backs up his advertising with an A1 product, knows that advertising does pay, and that he cannot dispense with it and still do business successfully.

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The government of Quebec Province is contemplating the establishment of a typographical school where prospective printers will be admitted after going through certain examinations to qualify themselves. An act may be introduced during the present session to that effect. The new school will be affiliated with the Quebec technical schools.

Printers' Strike in Toronto Has Cost $700,000

The strike of the International Typographical Union in Toronto which began in May last year and has lasted almost ten months, at a cost to the Union of approximately $700,000 appears to be no nearer settlement than ever.

The weekly payroll has never been less than $17,000, and the strike has been unquestionably the most expensive in the history of the Canadian trades union movement. The money to carry it on has been drawn from the pay-cheques of other union printers, which means that buyers of printing from union shops have not only been directly upholding high-priced printing, they have also indirectly helped to keep several hundred men idle in Toronto. It has cost about three-quarters of a million dollars to keep these men idle to date, and this money has come out of everybody's printing bill.

According to President Andrew Gerrard of Local 91, Toronto, about 100 printers have left the city since the strike commenced.

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Western Canadian Publishers To Organize Agency

The weekly newspaper publishers of Western Canada will shortly apply for a Dominion charter to organize the Publishers' Advertising Association of Canada, Limited, which is to be conducted as an advertising agency. The company will be capitalized at $50,000 in shares of $50 each, which will be sold to individual publishers, the allotment being restricted to ten shares each in order to secure wide distribution and active participation in the company's activities.

The formation of this unique agency is the outcome of the operations of the Saskatchewan Press Association, an independent body originally formed to handle government advertising in that province. A conference of western publishers recently held in Regina approved the proposal to go ahead with organization plans. A campaign to secure advertising for weekly papers will be commenced as soon as incorporation is completed.

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E. Sterling Dean, advertising agent, Toronto, will shortly be sending out instructions covering the new campaign of Gutta Percha & Rubber Ltd., Toronto.

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A new campaign for Bon Ami in Canadian publications has recently been sent out by the Erickson advertising agency, New York.

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National Publicity Ltd., advertising agents, Montreal, have secured part of the advertising account of the E. B. Eddy Co., Hull, and are placing a large campaign for this firm's matches in Canadian dailies.

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The spring campaign for Dunlop Tires, placed by the Press Agency Bureau Ltd., Toronto, is appearing in daily newspapers and other mediums.

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The *Daily News* of Prince Rupert, B.C., is now being conducted by a joint stock company under the name of Prince Rupert News Ltd. There is no change in the directing personnel.

Niagara Fruit Growers Told They Don't Advertise Enough

By employing the right methods in co-operative marketing the Niagara district should acquire an equal measure of commercial prosperity on tender fruits with California, according to Aaron Sapiro, co-operative executive of that state, who addressed a large audience of fruit growers in Toronto recently.

"The first thing we learned in California was that we must have control of the grades," said Mr. Sapiro. "You can get people to eat an article once by advertising, but after that you must have quality plus advertising."

"Your peaches are better than the California peaches, but you cannot get the people of the United States to believe that, because we advertise. There may be lots of places just as good as California, but we advertise California. For instance, I came here expecting to freeze to death, and here I find a perfectly lovely day. You don't advertise enough. Ten millions a year is spent by four co-operative California associations in advertising."

* * *

Campaign For Sun-Maid Raisins Includes Variety of Media

The California Associated Raisin Co., Fresno, Cal., will make up lists during the months of March and June to advertise its "SUN-MAID" raisins, using newspapers, magazines, painted boards, posters, car cards, trade and farm papers, foreign language newspapers, signs and industrial films. Franklin Bell will have charge for the company, while the agency of Lord & Thomas, 400 No. Michigan Ave., Chicago, Ill., places the account.

* * *

Grape Growers to Advertise in Daily Newspapers

Grape growers of the Concord belt, which includes Ontario, New York, Ohio and Michigan, met in Buffalo on March 3rd and approved a tentative plan for a large newspaper advertising campaign to popularize their product. The proposal is to be submitted to the various associations of growers for their final approval, and a meeting will be held later this month to complete arrangements.

Quebec *Is* Building!

In Quebec They Read the Ads— Then Buy

NOVEMBER building figures again showed Quebec to have the largest increase over the same period in 1920. Where building is on the boom there is trade to be had. Builders and buyers alike in Quebec read the *Telegraph.*

Get Results via The **TELEGRAPH** QUEBEC P.Q.

Western Canada
Contractor and Builder

The most widely circulated engineering and contracting paper in the provinces of Manitoba, Saskatchewan, Alberta, and British Columbia.

HUGH C. MACLEAN WESTERN LIMITED
VANCOUVER WINNIPEG

Western Lumberman
Commercial & Retail Merchants' Review
Western Canada Coal Review

Mr. E. Ficiency says—

There was a big waste in our materials—stationery was being spoiled, books were becoming office-worn; it was hard to find supplies we had, and we bought more because we thought we were out.

Then we added to our office equipment a

DENNISTEEL Made in Canada **Stationery Cabinet**

Now we know where everything is—our supplies are protected from dust, from mice—and, what is most important of all, *from fire.* The cabinet is really a handsome piece of office furniture, and *such* a saver of space!

DENNIS also make
Steel Lockers, Steel Shelving, Steel Bins, Steel Lavatory Compartments, Steel Chairs, and Stools
Steel Cabinets, etc. Ornamental Iron and Bronze, Commercial Wirework of all kinds.
General Builders' Ironwork, "Boca" Solid Steel Sash.

WRITE FOR FOLDERS TO

Halifax Montreal Ottawa Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

Hamilton Windsor Winnipeg Calgary Vancouver

POSITION WANTED

Business builds in direct ratio to the intelligent, creative and co-operative power behind it. To a concern whose policy is built along ethical lines and who has need of an experienced and efficient Sales Executive who can *create* and *keep* business, my services are offered. Broadly, my experience embraces organization, merchandising, sales promotion, advertising, unusually effective correspondence, and the details attached thereto. My accomplishments testify to my practical capability and frugality. At present employed.

Box 24 Marketing.

A French Canadian born in Winnipeg, wishes to make a connection with a manufacturer or concern desirous of extending or strengthening its business relations in the Province of Quebec and Eastern Canada.

Home in Montreal for the past ten years representing large American house for over six years.

Earned over $10,000 a year on commission basis.

Would be a valuable addition to any live organization as an executive in charge of sales and advertising.

Box 23, Marketing.

Your Printing

It will not cost you any more to have it attended to by one who specializes in the planning, writing, illustrating and placing, of advertising. My connections with the better printers enable me to give this service. If you are contemplating a new Catalogue, Booklet, Folder, Sign Display Stand, etc., let me know of your needs.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Our Motto—"Accuracy & Efficiency"—is also our *practice.*

For

MULTIGRAPHING

MIMEOGRAPHING

DIRECT-BY-MAIL ADVERTISING

or *Public Stenography*

write, phone, or see

Page Steno-Service

Rm. 605, Continental Life Bldg.,
157 Bay Street, Phone—
TORONTO, Ont. Main 830
(Evgs.) Park 4876W

More Census Figures

Revised figures of the total Census returns for Canada have now been announced by provinces as follows:

Province	1921	1911
Nova Scotia	523,837	492,338
New Brunswick	387,839	351,889
P. E. I.	88,615	93,728
Quebec	2,349,067	2,003,232
Ontario	2,929,054	2,523,274
Manitoba	613,008	455,614
Saskatchewan	761,390	492,432
Alberta	581,995	374,663
British Columbia	523,353	392,480
Yukon	4,162	8,512
N. W. T.	6,684	18,481
Canadian Navy	485	
Total	8,769,489	7,206,643

The latest bulletin issued by the Census Bureau gives the figures for Saskatchewan in detail, as follows:

PROVINCE	761,390	492,432
Cities		
Moose Jaw	19,184	13,823
North Battleford	4,108	2,105
Prince Albert	7,554	6,254
Regina	34,432	30,213
Saskatoon	25,743	12,004
Swift Current	3,517	1,852
Weyburn	3,193	2,210
Towns		
Arcola	606	852
Assiniboia	1,006	719
Battleford	1,229	1,335
Biggar	1,535	315
Broadview	798	702
Canora	1,230	435
Craik	570	435
Davidson	652	389
Estevan	2,290	1,981
Gravelbourg	1,106	-
Grenfell	765	709
Gull Lake	788	606
Herbert	827	559
Humboldt	1,822	859
Indian Head	1,439	1,285
Kamsack	2,002	473
Kerrobert	786	320
Kindersley	1,003	456
Leader	765	-
Lumsden	499	695
Maple Creek	1,001	936
Melfort	1,746	599
Melville	2,794	1,816
Moosomin	1,099	1,143
Morse	560	290
Nokomis	546	374
Outlook	745	685
Oxbow	602	630
Qu'Appelle	688	851
Radville	883	233
Rosetown	864	317
Rosthern	1,074	1,172
Rouleau	590	679
Shaunaton	1,146	-
Sutherland	961	421
Unity	658	-
Wadena	544	255
Watrous	1,101	781
Whitewood	499	447
Wilkie	778	537
Wolseley	956	961
Winvard	849	515
Yorkton	5,151	2,309

The Minus (-) sign denotes a decrease.

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A new line of copy for Moir's Chocolates has made its appearance, placed by McConnell & Fergusson Ltd., London. The first advertisement features a map of the world showing the wide distribution of the various ingredients of the firm's candies.

Vancouver Attracts Tourists By Advertising

J. Reginald Davison, manager of the publicity bureau of the city of Vancouver, has been in Eastern Canada during the past two weeks. He reports that gratifying results have followed the advertising campaigns undertaken by the Vancouver bureau, which is conducted under civic auspices, with financial support from the business interests of the city. In addition to co-operating with the adjacent states of Washington and Oregon in advertising the attractions of the North-West region for tourists, the bureau does special advertising in the prarie provinces throughout the winter and it is estimated that the number of sojourners from these provinces in Vancouver averages 3,000 each day from November to March. In the summer special advertisements are inserted in the Seattle and Portland newspapers. More especially just before American holidays, and the result is apparent in the customs entries, which show that last summer over 14,000 cars crossed the border from the United States. The merchants of Vancouver find that the increase in business is directly traceable to these holiday and week-end visitors and pays handsome returns upon the comparatively small contributions which they make toward the support of the bureau.

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Special dealer displays were secured for Sharp's Super-Kreem Toffee during the week of the royal wedding in Great Britain, owing to a new package design bearing the slogan — "A Right Royal Favorite" —with pictures of Princess Mary and Viscount Lascelles..

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Two-column copy for Canadian Beauty Hair Nets, distributed by The H. G. Tod Co., Toronto, has recently been placed by the Toronto office of A. McKim Ltd.

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Reader style copy for Musterole, manufactured in Cleveland, is being used in Canada, placed by Erwin Wasey & Co., advertising agents, Chicago.

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New copy for Zam-Buk, featuring the slogan — "A surgery in a two-inch box"— has been sent out by C. E. Fulford Ltd., Toronto.

✣ ✣ ✣

The familiar advertising of Owbridge's Lung Tonic is again appearing in Canadian mediums, placed by A. McKim Ltd., Montreal.

✣ ✣ ✣

Copy is being placed in a limited list of publications by the Mitford advertising agency, Toronto, for Small Investments Limited, Toronto. The first advertisement offered the stock of The Realty Mortgages Ltd.

✣ ✣ ✣

Contracts have been sent out by A. McKim Ltd., advertising agents, Montreal, covering a prospective campaign of the Canadian Match Co. Ltd., Pembroke, Ont.

✣ ✣ ✣

The Norris-Patterson agency have recently sent out copy and instructions for the usual spring campaign for Steele Briggs Seeds. Reverse plates are a feature of the new copy.

✣ ✣ ✣

The advertising of Mother Seigel's Syrup has reappeared in Canadian publications, placed by the Desbarats advertising agency, Montreal.

"HOW is Business Coming?" is a question recently asked the head of a big Chicago concern. His reply was "It isn't coming, we are going after it—and getting it."

In these days the dealer is buying from hand to mouth. In many cases orders are too small to pay the expense of the traveller. Go after this business with printed salesmanship. It is a great factor in bringing up sales totals. Tell Mr. Dealer about those things you have and which he should have. Show him his possibilities for profit. It can be done for a few cents, so do it often. It will pay.

Call Southam Press, Adelaide One-two-four-five. Ask for the Merchandizing Department and let us show you a plan.

Concentrate!

Concentration is necessary to success. Eliminate waste by concentrating your entire advertising appropriation on reaching the most likely prospects.

Direct Mail Advertising

enables you to make a direct hit with every shot fired and

NOW

is the time to start your spring campaign. Consult us about those folders etc. you were planning.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

You Get More Business

If your Direct Advertising to Western Canada is addressed from a

WIGGINS SYSTEMS
Mailing List

Our lists cover every class and are compiled in the west by a staff who know the territory like a book.

A telegram or letter will bring to you full information and complete data.

Complete Direct Mail Advertisers by an organization of 100 people.

WIGGINS SYSTEMS LIMITED
500 Coca Cola Bldg.
Winnipeg
Canada

Storm Cost Ontario Newspapers Thousands of Dollars

Little is generally known of the tremendous effort put forth by Ontario daily newspaper publishers to keep faith with their readers and advertisers by delivering their papers on time during the sleet storm which paralysed traffic and power facilities recently. Unprecedented expenditure for the temporary installation of electric current, special trains to out-of-town points, and many other costly expedients were undertaken. In Toronto the *Telegram* which fortunately had no power trouble, materially assisted other dailies in getting out their editions. Everywhere the spirit of co-operation between publishers was most marked.

The incident served to show that the daily newspaper publisher, unlike others in the trade, is often put to unusual expense to maintain continuity of publication and keep faith with advertisers by delivering their messages to the public on schedule time.

✣ ✣ ✣

United Farmers of Alberta Issue Semi-Monthly

A new semi-monthly agricultural publication will make its appearance this month, issued by the United Farmers of Alberta from their central office at Calgary. The paper is to be known as *The U. F. A.* The size of the page will be 9x12 and the first issue will consist of 20 pages, a minimum circulation of 20,000 being guaranteed. After the first issue the magazine will be published on the 1st and 15th of each month.

✣ ✣ ✣

A further series of advertisements in the "Boost Better Bulls" campaign of the Ontario Live Stock Improvement Committee is being placed in farm papers and a few dailies by the Jas. Fisher advertising agency, Toronto.

* * *

Anzora Cream, a British preparation for the hair, is being advertised in Canada. A. McKim Ltd., advertising agents, Montreal, have the account.

✣ ✣ ✣

The McJunkin Advertising Co., Chicago, is placing copy in Canadian mediums for Hickory Garters, carrying the name of A. Stein & Co. Ltd., Toronto.

✣ ✣ ✣

A reproduction in line of one of the Elgin Watch series of magazine advertisements, illustrated with paintings by Harold DeLay, has appeared in a number of Canadian dailies, placed by A. McKim Ltd., Montreal. No schedule has been sent out, and whether or not the running of this advertisement is in the nature of an experiment is not known.

✣ ✣ ✣

The Structural Steel Association, Toronto, has commenced a campaign in trade papers and a few other mediums, advocating the wider use of structural steel for every kind of building project. The copy is being placed direct.

✣ ✣ ✣

The Auto Strop Safety Razor Co. Ltd., Toronto, is marketing a one dollar razor, known as the Model "C" Valet Auto Strop Razor. Advertising, so far, has been confined to the trade papers, direct mail and dealers' helps.

Toronto Business Women Hear Talk on Newspaper Advertising

Miss M. Pennell of the J. J. Gibbons advertising agency, addressed the Canadian Business and Professional Women's Club of Toronto, February 6, on the romance of the newspaper, dealing most particularly with the growth of advertising as it is today. The speaker led up to this point by showing what influence the newspaper has on the thought of the public, how it keeps up general morale during a time of war, how it engenders and keeps alive the spark of brotherhood, how it throws the spot-light on the criminal as was instanced not only recently locally, but more spectacularly in the case of the Boston *Post*, who won the Pulitzer prize last year for being the American paper in the opinion of the judges, which rendered the most important public service—this public service being the tracing down and subsequent conviction of the finance wizard Ponzi. The speaker showed how businesses were built and maintained by consistent and intelligent advertising, and proved by figures in connection with the floating of the Victory Loan campaigns, not only what a wonderful force newspaper advertising is, but that it is far and away the cheapest method of getting the public's attention. Finally it was shown that consistent advertising maintained for years and then dropped, because the manufacturer thought his product so firmly entrenched in the public mind, had meant the wreck of more than one business. It was also shown that should the entire plants of such concerns as Lever Brothers and Columbia Gramophone be wiped out by fire today, these firms could raise millions to start again merely on the strength of their trade names, and familiarity to the public through newspaper advertising.

✣ ✣ ✣

Winsome Maid Hosiery, manufactured by Allen Silk Mills Ltd., Toronto, is being featured in a campaign recently sent out by A. McKim, Ltd., Toronto.

✣ ✣ ✣

The Mitford advertising agency, Toronto, is using a limited list of papers to carry the copy of the Associated Homes Corporation, setting out 'a proven plan of building at low cost and small payments".

✣ ✣ ✣

Windsor and Kitchener were the only two cities in Canada to show an increase in bank clearings during the month of February. Total clearings for the 28 cities reporting decreased by $146,535,376 or 11.3 per cent.

✣ ✣ ✣

A small list of Ontario dailies is being used to advertise Hold Tight Wedge Plates and Stop Signals manufactured by the Ren Automotive Supply Manufacturing Co., Preston, Ont. The copy is placed direct.

✣ ✣ ✣

The Johnson & Read advertising agency, Chicago, is placing the advertising of the Velie Motor Corporation, Moline, Ill; a little of which is now appearing in Canadian mediums.

✣ ✣ ✣

Three-column copy for Bromo Quinine tablets, featuring the word "Influenza," is being placed in Canadian dailies by Nelson Chesman & Co., St. Louis, Mo.

INTENSIVE SALES DEVELOPMENT

Co-operation has been the keynote of our success throughout the twenty and more years of our activity.

Since those early days, long years back, when the generic term "Direct Advertising" was first conceived by us, we have ever placed the emphasis upon the many rather than the one.

Always has the individual been subordinated to the organization. We have never been the haven for the temperamental "divas" of advertising, the one man band wonders, or for those who merely by virtue of being eccentric are awarded some especial genius.

Ours is the personification of success through organization, with its cumulative power of many men's skill.

For over two decades it has always been the Curtis COMPANY with us, not some individual or another.

THE CURTIS COMPANY, LIMITED *Direct Advertising* WINDSOR, ONT.

TORONTO OFFICE : 1005 EXCELSIOR LIFE BUILDING

QUEBEC FARMERS LEAD AGAIN

While his Ontario fellow workers have an average of $1050 to spend out of the 1921 field crop—the Habitant derives $1367 from the same source. Go after that surplus $50,000,000 through the medium of

Le Bulletin des Agriculteurs

French Canada's Leading Farm Weekly

Customer Satisfaction

We make and ship more advertising plates for the advertisers and agencies of Canada, Great Britain and the United States than all other Canadian electrotypers. The quality of our plates and errorless Rapid Service at a minimum of cost—in a word, thoroughly satisfied customers—that's the reason.

THREE COMPLETELY EQUIPPED PLANTS

Montreal	TORONTO	London
54 Juror St.	185 Richmond St. W. Head Office	209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping **Stereotyping** **Lead Moulding**

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Building Plans Expanding

The volume of contemplated new work reported in Canada during February, according to figures compiled by MacLean Building Reports, Ltd., amounted to $27,011.200, compared with $22,391,600 in January. The value of contracts awarded in February ammounted to $10,718,300, and represents an encouraging advance on the January figure of $8,392,600. A comparison by provinces for the month shows Ontario more conspicuously in the lead than ever, as follows:

	No. Projects	Value
Ontario	496	$6,516,900
Quebec	152	1,946,700
British Columbia	165	1,297,100
Alberta	43	491,100
Manitoba	19	354.000
Saskatchewan	5	56,500
New Brunswick	4	37,500
Nova Scotia	2	19,000
Total for Dominion.	886	$10,718,800

An analysis of the actual nature of the work being done reveals a preponderance of residential building. Public works continue to call for the expenditure of substantial sums. Business construction is holding its own, while industrial building naturally awaits the return of more settled conditions in manufacturing. The detailed figures for February show:

Residential building	$4,049,200	or 37.8%
Business building	2,539,600	or 23.7%
Industrial building	610,000	or 5.7%
Pub. works and util.	3,519,500	or 32.8%

✣ ✣ ✣

Frank E. Payson, who now represents a string of western dailies, has also been appointed Pacific Coast representative for the *Nor'- West Farmer, Winnipeg.*

✣ ✣ ✣

McConnell & Fergusson Ltd., advertising agents, have secured the account of the Imperial Extract Company, Toronto, and will shortly be placing copy for this firm's Shirriff's Marmalade.

✣ ✣ ✣

Geo. M. Cootes formerly with the London *Advertiser*, is now in charge of local advertising and merchandising service work for the *British Whig*, Kingston, Ont.

✣ ✣ ✣

Smith Denne & Moore Ltd., advertising agents, Toronto, have recently sent out contracts for the United Farmers' Co-Operative Co. Ltd., also for the Rubberset Co., Newark, N. J.

✣ ✣ ✣

The Jas. Fisher advertising agency, Toronto, is handling a campaign for the Ontario government announcing the inauguration of a Government Savings Office, with branches to be located in strategic centres throughout the province. "Banking by mail" is one of the features of the service.

✣ ✣ ✣

Contracts for the Canadian Steel & Wire Co. Ltd., Hamilton, were recently sent to western publications by the Hamilton office of A.McKim Ltd. Eastern papers will receive contracts about the middle of the month.

Industrial Plants Show Employment Increase

A marked increase in employment, particularly in the iron, steel and textile trades throughout Canada, is reported by the Employment Service Branch of the Department of Labor. Among 5,800 firms, employing 641,146 persons, the increase over last year is reported to be 19,000 workers. Last year it was not until April that any employment increase became at all marked.

✤ ✤ ✤

Warwick Cars to be Made in St. Thomas

W. B. Wood, president of the Wood-Gorrie Motor Company, Toronto, has announced that the manufacturing plant for the Warwick motor car will be located at St. Thomas, Ont. The company has leased a building and will commence operations early in April with the expectation of getting into production by September.

✤ ✤ ✤

Charles Morrison, one of Toronto's old-time newspaper men, died a few days ago at San Francisco in his 73rd year. He was for many years city editor of the *Mail* before it became affiliated with the *Empire*. His son, C. R. Morrison is managing editor of the Edmonton *Journal*.

✤ ✤ ✤

The Toronto *Sunday World* is now carrying eight pages of pictures in rotogravure.

✤ ✤ ✤

The advertising account of Bickmore Gall Cure Co., Old Towne, Me., is now being handled in Canada by the Desbarats advertising agency. Contracts have recently been sent out to farm papers.

✤ ✤ ✤

B. W. Turnbull, formerly with the Halifax office of the Royal Securities Corporation, has joined the staff of Thornton Purkis, advertising agent, Toronto.

✤ ✤ ✤

R. J. Tooke, head of the well known firm of R. J. Tooke Limited, died at his home in Montreal on March 3rd.

✤ ✤ ✤

Geo. Wedlake, president of the Cockshutt Plow Company, and mayor of Brantford, died on March 3rd.

✤ ✤ ✤

The settlement of the suit for control of *La Presse*, Montreal, provides for the appointment of Eugene Berthiaume as the paper's agent in Paris on a long-term contract, leaving Arthur Berthiaume and his co-trustees the immediate direction of the property.

Job Printing

Our job printing department is growing so fast that it will probably be the big revenue producer in our business within a year.

Yet we have had no salesmen seeking orders for job printing; no service department to design or originate new varieties of direct-by-mail printing.

The explanation of our success is that the quality of our work is high and the cost uniformly low—

so that the customer who wants commercial printing of any kind (where design or art work is not needed) finds it worth while to give us all his work.

We are willing to give your work a trial.

The Commercial Press, Limited
51 Wellington W., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

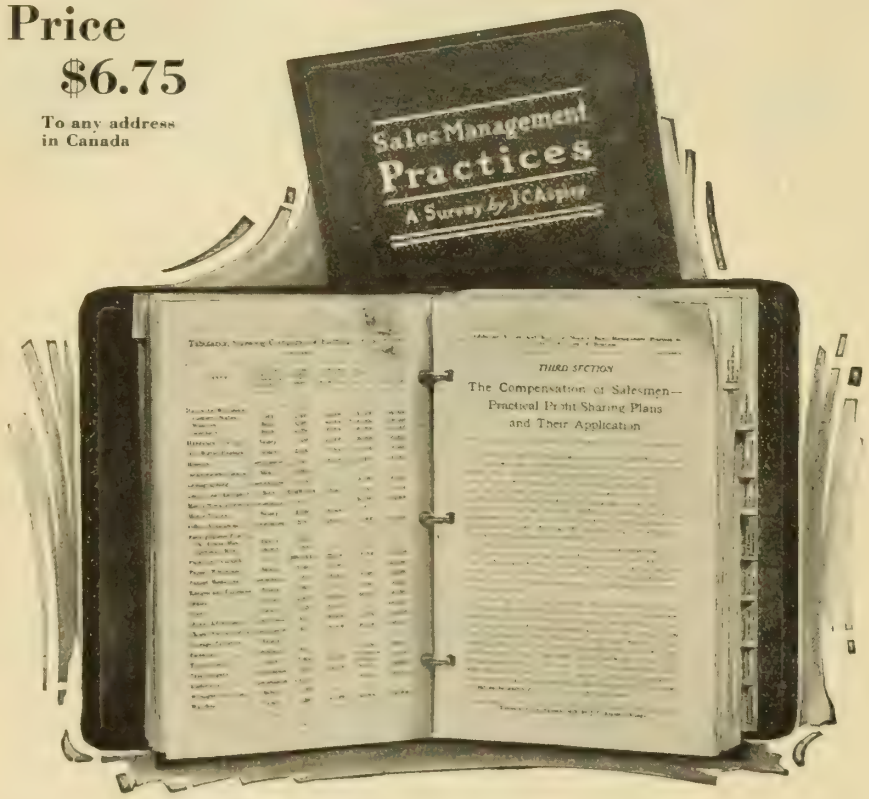
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

Is There a Better Way To Pay Your Salesmen?

Price
$6.75
To any address in Canada



THIS and scores of other equally timely and important questions are discussed in the new Survey of MODERN SALES MANAGEMENT PRACTICES. Profit sharing or bonus plans are popular, and show many variations. The more successful are fully described in section 3 of this Survey. Other sections on Fixing the Sales Task, Selection of Salesmen, Shaping the Sales Policy, Sales Stimulation, Keeping Tab on Salesmen, etc. give you in boiled-down, brass-tack form, suggestive methods, plans and policies used by leading firms in over 260 lines of business, with names, facts and figures.

No well-equipped sales department should be without this practical accumulation of data, embracing experience that has cost others thousands of dollars.

In loose-leaf form, complete with flexible, leatheroid binder, 250 pages crowded with sales data, blank pages for additional notes, indexes and list of supplementary references, size 5½ x 8½ inches. Postpaid, $6.75.

"Marketing"
27 E. Wellington Street, TORONTO, Canada

Here are a few of the 400 plans described in detail, with names, figures and facts secured through the co-operation of more than 900 sales managers. These examples are cited to illustrate the intensely practical character of the information gathered. There are nearly 100 charts, forms and illustrations to visualize what other successful sales organizations are doing.

Burroughs Adding Machine Co. method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby, McNeil & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, H. J. Heinz Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold job, and high water mark for sales in each line.

Method of Holeproof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantee.

Policy of Trenton Potteries Company which has resulted in greatly cutting down returned goods losses.

Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals.

Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paving way for salesmen, handling complaints, collecting money, etc.

ABC
TRADE MARK
REGISTERED
The "Sterling Mark" of Circulation

THE LION HAS LAIN DOWN
With the LAMB

WHEN it was first suggested that advertisers, advertising agents and publishers should form a co-operative organization to secure authentic circulation data the idea was branded as utterly impractical and visionary.

And even when the Audit Bureau of Circulations was finally formed and began its work there were still those who persisted in the belief that the lion and the lamb could not be made to lie down together.

The unqualified endorsement of all the various interested organizations was earned only after the Bureau had stood the test of fulfilled experiment.

Nowadays, advertisers accept the idea of circulation audits as a matter of course; space-buying has become scientific—so far as the choice of media is concerned—and the atmosphere of suspicion and distrust has been swept away.

The story of the early attempts to verify circulations is told in a book entitled—"Scientific Space Selection"—published by the A. B. C.

Audit Bureau of Circulations

202 South State Street
Chicago

152 West 42nd Street
New York

A Co-operative Organization for the Standardization and Verification of Circulation Statements

The Monarch *of* The Maritimes

¶ Without the assistance of premiums contests, or other artificial means of stimulation The Halifax Herald increased its net paid daily circulation 30% in the past year—a gain on a gain.

¶ The Halifax Herald now leads all other morning dailies in prosperous Nova Scotia by approximately 5,000 copies a day, and is still increasing.

The Halifax Herald - The Evening Mail

—they cover Halifax and the Province of Nova Scotia from Yarmouth to Glace Bay.

Represented by—

UNITED STATES
Knill-Burke Inc.,
New York, Brokaw Bldg.,
42nd and Broadway
Chicago, People's Gas Bldg.,
122 St. Michigan Ave.

CANADA
J. B. Rathbone,
Toronto, 95 King St. E.
Montreal, Room 317,
Transportation Bldg.

Volume XVI.
Number 7

TORONTO APRIL 1st, 1922

10 Cents a Copy
$1.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt

SOUTHERN POWER CANADA

Selling ELECTRICITY to Rural Communities

ALL through the Eastern Townships in Quebec Province, the Southern Canada Power Company supplies light and heat for homes, and motive power for the wheels of industry.

Many little old-fashioned French Villages now possess well-lighted "city thoroughfares." Many a French Canadian housewife cooks, sews, sweeps, washes; keeps her family warm in winter and cool in summer, by using Electricity.

The Advertising prepared by the *Advertising Service Company* for this important public service co-operation, is daily showing more women the "how and why" of Electricity in the home.

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

"The poster reproduced above formed the backbone of the Thompson Lace and Veiling Company's campaign of marketing Princess Pat Hair Nets throughout Canada.

"This poster appeared in a selected list of towns from coast to coast and is credited by the Thompson Lace and Veiling Company as the biggest contributing factor in what has proved to be a highly successful merchandising effort."

POSTER Advertising is in a class by itself on account of its universal appeal. While some mediums appeal to various classes, it is obvious that all classes see posters.

People do not walk around with their eyes closed. Posters tell their story every waking hour of the day, for thirty consecutive days. They are permanent, impressive, compelling.

When dealers see your poster campaign they are convinced that you mean business, that you are on the job, driving customers through their doors.

Estimates on Poster Advertising in any or all of the cities and towns in Canada may be secured promptly and without obligation by addressing any official representative

Poster Advertising Association
OF CANADA

OFFICIAL REPRESENTATIVES

GOULD-BAIRD POSTER CO., LTD.	St. Catherines—Brantford—Vancouver	MONTREAL
HARRY DUKER, LIMITED		VANCOUVER, B.C.
A. R. KENT	Kent Building	TORONTO
CANADIAN POSTER CO., LIMITED	Lewis Building, St. John Street	MONTREAL
E. L. BUDDY CO., LIMITED	317 Spadina Avenue	TORONTO
WADSWORTH NATHANSON CO.	C.P.R. Building	TORONTO
LINDSAY, WALKER CO., LIMITED		WINNIPEG, MAN.

W. W. SCANE, Secretary, CHATHAM, ONT.

A National Service For Canada and Canadians

HERE is what MACLEAN'S MAGAZINE gave its readers in 1921. The character of the editorial contents of the magazine unmistakably identifies the class of people whom it interests.

Special Articles

123 Special Articles by competent authorities, covering the following subjects:

- 46 Articles on Topics of National Concern to Canada and Canadians.
- 32 Articles on Canadian Parliaments, Politics and Public Men.
- 13 Articles on Business and Commercial Subjects of Interest to Canadians as a Whole.
- 10 Articles on Better Health.
- 22 Articles on Public and Personal Welfare.

Short Stories

59 Short Stories, by 35 different authors, many of them internationally famous. All of these stories were first publication rights, not second rights or reprint stories.

Serials

15 Serials, by fifteen different authors of outstanding reputation, including such names as Arthur Stringer, G. K. Chesterton, Margot Asquith, Arthur Heming, Frank L. Packard, Valentine Williams and P. G. Wodehouse.

Covers and Illustrations

Attractive, costly covers and upwards of 500 exclusive illustrations by artists of outstanding ability and international reputation.

Business and Investments

In every issue four to eight columns devoted to an article on the "Business Outlook" and of the "Investment Situation" by one of the most competent authorities in Canada, along with answers to enquiries from subscribers in regard to Canadian industrial investment.

Review of Reviews

A total of 250 articles in the Review of Reviews department, being reprinted selections from the world's current literature and contemporary magazine articles, embracing items on every subject likely to be of importance or interest to MACLEAN'S readers, ranging from an explanation of the Einstein Theory by Sir Oliver Lodge to a prediction of "What will happen in Ireland" by Lord Northcliffe, and from "Babe Ruth's Scientific Hitting" by Hugh S. Fullerton to "Dishwashing and Divorce" by Ena Pemberton.

To Influence Those People Who Influence Whole Communities

The character of the editorial contents of MACLEAN'S MAGAZINE unmistakably identifies the class of people whom it interests.

There are certain literary works and certain publications that are to be found in the great majority of the homes of the cultured, well-informed, successful and influential people. MACLEAN'S MAGAZINE is distinctly one of this class of publications.

It is obvious that any manufacturer who secures acceptance of his product amongst the class of people who subscribe to MACLEAN'S MAGAZINE throughout Canada, has solved his merchandising difficulties in the Canadian market. The stamp of their approval means nation-wide use.

Quite apart from, and in addition to, their great individual purchasing power, is the tremendous community influence which is exerted upon others who are guided by their judgment and who follow their example.

In providing this national covering of this particular "leadership" element, MACLEAN'S MAGAZINE thus offers a service which is not equalled or even approximated by any other general publication in Canada—a service which is absolutely in a class by itself for value and utility.

95,000 circulation. Rate based on 70,000 A. B. C.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Ave., Toronto, Ontario

This is Real Merchandising

520 Tins Canned Peaches Sold in 3 Days—C. H. Burtt, retail grocer, Fredericton, N.B., decided to push sales of a certain brand of Canned Peaches. He used window and interior displays, advertised this line in his local paper and had the sales staff talk peaches.

85 Cases Pickles Sold by Retailer's Enterprise—Hood & Benallick, grocers, Guelph, Ont., bought 100 cases branded pickles last fall and less than 15 remain. Sales made by personal suggestions, window and inside displays.

600 Tins Canned Soup in 4 Days—George O. Werrett, Simcoe, Ont., put on a soup demonstration and everybody was invited to try the line. After demonstration was over sales staff followed up work done. Have secured splendid repeat business.

$5,000 in Quality Confectionery—E. R. Robertson, St. John, N.B., sold this amount last year. Silent salesmen at front of store, fresh stocks, attractive arrangement and personal suggestion chief methods used.

15 Cases Canned Pineapple Sold Through New Idea—Daniel MacDonnell, Kamloops, B.C., ran across recipe showing use of pineapple in citron preserve. Found it produced good results and recommended it to customers. Sold all the pineapple in stock.

Canada's aggressive retail grocers and their clerks do not simply supply "demands" or "requests" of customers. The above are a few of the thousands of cases we have found among the good dealers, that show how they are constantly **creating demand.** The 36th **Annual Spring and Summer Issue of Canadian Grocer,** May 5, will be brimful of similar experiences gathered through personal interviews by our own representatives from all parts of Canada. This issue long ago became a definite part of the Spring and Summer plans of hundreds of subscribers.

Can a merchant actually **sell** goods as shown above if he doesn't **know** them well? Couldn't an aggressive dealer sell more of your goods if he knew them better and their quality, uses and merits were brought before him constantly?

CANADIAN GROCER is the recognized all-Canadian foodstuff authority. Subscribers pay $4 per year for it and do approximately $120,000,000 turnover every twelve months. It is the one medium that must be on the list of every well-rounded out advertising campaign. How else can you reach clerks in the important grocery stores throughout Canada?

Don't miss the **Annual Spring and Summer Number.** Let us quote you now on insert space, preferred positions, two-page spreads.

Canadian Grocer

Circulation A. B. C. Audited

The only grocery paper in Canada that can make this statement.

Publication Office: 143-153 University Ave., Toronto

Montreal Southam Bldg. | **Winnipeg** Confederation Life Bldg. | **Vancouver** Carter-Cotton Bldg.

Circulation by Provinces

THE distribution of the net paid circulation of The Nor'-West Farmer issue of January 20th, 1922. These figures are taken from our own record and are subject to verification by our next A.B.C. audit :

ONTARIO (largely western)	1,181
MANITOBA	23,682
SASKATCHEWAN	35,566
ALBERTA	15,303
BR. COLUMBIA	771
Total Western	76,503
N. BRUNSWICK	47
N. SCOTIA	58
P. E. ISLAND	21
QUEBEC	83
NEWFOUNDLAND	1
BRITISH	343
UNITED STATES	192
FOREIGN	28

Total Net Paid 77,276

Opening Vancouver Office

A growing demand for specialized information on western Canadian conditions and markets has prompted another addition to our facilities for co-operation with the British Columbia and U. S. Pacific Coast advertisers for maximum results from western publicity.

A Vancouver office has been opened at 528 Winch Building in charge of Frank E. Payson. Manufacturers and distributors of the western coast can secure complete data and information on the farm market of the prairies from this source. An experience of almost forty years, as the oldest farm paper in the field, places us in a unique position to assist you. You are invited to make the fullest use of the services offered.

Ask Any Agency or Us

The Nor'-West Farmer

The Pioneer Farm Journal of Western Canada

WINNIPEG, CANADA

Member A.B.C.

Toronto	Vancouver	Montreal	Eastern United States Office
J. B. RATHBONE	FRANK E. PAYSON	J. B. RATHBONE	WALLACE C. RICHARDSON, Inc.
95 King St. East	528 Winch Bldg.	Transportation Bldg.	95 Madison Ave., New York, N.Y.

So Long As Men Believe In Ghosts They Will Appear

"In a newspaper report concerning the Antigonish Ghost I ran across the following phrase—'It is the law of life of ghosts that as long as men believe in them they will appear; the demand brings the supply.'

"It's the same with what people call 'bad times.' So long as business men believe that the ghost of depression exists—so long will it exist.

"Here in London we laid the spook of blue ruin several months ago. If the experience in our own store is worth anything we don't find many men going about with long faces. They are buying clothes and furnishings just about as frequently, and paying just about as much for them as they have for years past."

——R. LEO. WATSON
Clothing and Furnishings

Manufacturers in various lines of business will find the statements of retailers quoted here from time to time extremely interesting and valuable. Merchants in London are unusually optimistic, for the very sound reason that their sales are above the average. What they say has the ring of sincerity.

Their optimism is equivalent to a call to manufacturers—"Come on in to this territory—the water's fine!" The London Advertiser adds its own invitation, coupled with the assurance that advertising in London just now is pulling "par" results.

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

J. BIRNIE SMITH
Advertising Manager
H. L. GARNER
Service Manager

Or any recognized Advertising Agency

WHEN a man residing in Belgium, who apparently has some difficulty in negotiating the English tongue, can find in MARKETING sufficient of interest to engage his attention year after year, we are inclined to feel that this magazine is succeeding as a medium of sales and advertising ideas in a measure that is perhaps not fully recognized in Canada.

M. Laurent Vanden Eede, 375 Rue du Progress, Bruxelles, ((to quote his letter-head), has been subscribing to MARKETING for three years. A few days ago he again renewed his subscription in the following quaint fashion:

"My subscription is to be renewed 3 dol. I must say as a stranger that your review is very well and interesting. I should be very much obliged if you would continue your articles upon advertising salesmanship behind the counter and on the road."

* * *

But one of the most encouraging letters we have received for many a day came from much closer home only last week. It was signed by the general manager of a Toronto concern which commenced advertising for the first time in its history, and reads:

"We are enclosing herewith cheque for $2.50 covering a year's subscription, and even if we do not find another idea in the next 24 copies we will not think ourselves cheated, as we think we have already had value for our money from the sample copy you sent us."

* * *

This particular firm turns out to be of the alert, aggressive type which believes very strongly in the "swopping" of business ideas. On being interviewed in connection with their advertising campaign they displayed the utmost willingness to pass along some sound and original merchandising ideas, now being used in connection with their own selling plan, to other readers of MARKETING.

* * *

The series of articles we have been running along this line apparently has a very wide appeal. It is a healthy sign that this should be so. The type of business executive who appreciates and adapts to his own use the ideas of others is better calculated to make a success of his own selling plans than the fellow who concerns himself only with academic business formulas.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

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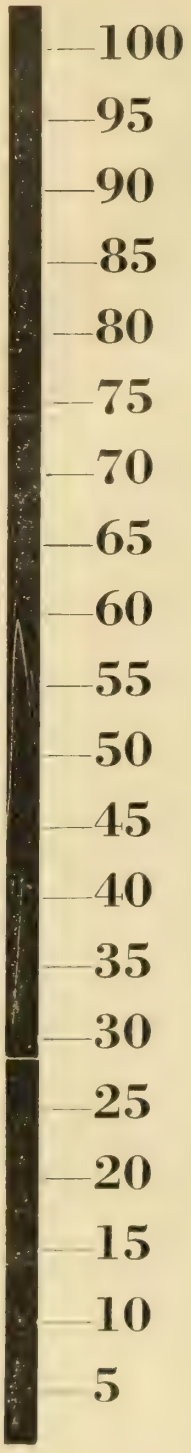

There is *No Substitute* for Circulation

84.2 per cent.

Friendship is a wonderful thing; social affiliations are delightful; super-salesmanship commands respect;

But never forget that none of these can alter the fact that results from daily newspaper announcements are always in proportion to circulation.

THE LONDON FREE PRESS

covers 84.2 per cent. of the homes of London with its net paid city circulation of 11,792. In addition, it reaches 22,181 subscribers throughout the surrounding country. This constitutes a service supreme in Western Ontario.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

MORNING AND EVENING EDITIONS *MEMBERS A.B.C*

LONDON
Canada

Branch Offices—

MONTREAL	E. L. McArthur	232 St. James St.
TORONTO	E. J. Guy	Room 302 Royal Bank Building
CHICAGO	C. W. Wallis	1243 First Nat. Bank Building
NEW YORK	D. J. Randall	341 Fifth Avenue
GREAT BRITAIN	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognized Advertising Agency

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TEN CENTS A COPY ONE-FIFTY A YEAR

Vol. XVI. APRIL 1st, 1922 No. 7

SPEEDING UP THE SLOW SELLER

How a train load of bird seed is sold every year solely through the "pull" of consumer demand created by newspaper advertising. Regular trade channels relied on for distribution. Current copy aims to create more users.

Written for MARKETING by J. L. LOVE.

NOW that prize competitions are the order of the day, it would be interesting to have a test that would determine what commodities are the slowest sellers. According to one authority, the most sluggish thing on the grocer's shelf is bird seed. Investigation in the trade finds nobody prepared to challenge this statement or to suggest any other product more highly deserving of the medal for persistent clinging to the shelf.

This being so, the activities of a firm that can dispose of a train load of bird seed every year evidence a feat in salesmanship that calls for attention. Last year Nicholson and Brock, Toronto, proprietors of "Brock's Bird Seed," sold fourteen cars of that specialty. It looks as though the freight train is going to be lengthened by several cars this year, the sales for 1922 to date being nearly twenty per cent. ahead of the similar period for 1921.

Nicholson and Brock specialize in bird seed. Time was when they handled other lines, but these were dropped one by one and a concerted drive made on supplying the singing canary with his daily ration. Bird seed was chosen not because there was no competition, but because their special brand of "Brock's" was generally and favorably known, and because the restricted and widely scattered market called for concentrated sales effort. That this interpretation of the situation was correct is proved by the steadily mounting sales of "Brock's Bird Seed" and its allied subsidiaries of bird gravel and parrot food.

In developing this specialty, Nicholson and Brock were not embarrassed by any manufacturing problems. Like tea, bird seed is imported, and the secret of success consists in the mixing of the various varieties that make the perfect blend. This secret "Brock's Bird Seed" claimed to have discovered. The problem was distribution. Selling through the mail was considered and dismissed as impracticable. A product that retails at twenty cents the pound packet was obviously not suited to the mail order business.

NEWSPAPERS SOLE SALESMAN

The decision made was to create consumer demand by advertising in the newspapers published in the larger centres of population. Canaries are found almost exclusively in cities. Birds of greater utility are preferred on the farms, although Nicholson and Brock receive coupon-enquiries from the most remote and unlikely corners, including cabins buried in the recesses of the Rockies. Broadly speaking, however, their market is in the cities where bird seed is sold by retail grocers and druggists.

All of the firm's advertising is addressed exclusively to bird fanciers or those whose inclination in this direction is dormant and can be developed. No trade journal advertising is done and no mail publicity is sent to jobbers or wholesalers. Consumer demand is depended upon entirely to keep "Brock's Bird Seed" moving, and the success of this restricted advertising is seen in the fact that every wholesaler in the country stocks the brand. The strength of the demand is further evidenced in that a growing number of druggists are retailing Nicholson and Brock's packages. If further proof that the firm's policy is the right one for their particular specialty were needed, it may be added that, except for one man in Toronto, they do not employ any travelling salesmen. In their case, advertising is not an aid to salesmen, but practically a one hundred per cent substitute.

For several years past, Nicholson and Brock have increased their advertising appropriation yearly on a ratio determined by the advance in their sales of "Brock's Bird Seed." For 1922 they will spend $1,200 more than in 1921. A system of extensive zone advertising has been decided upon in order to avoid a too-thin spread of the comparatively small expenditure. This year the advertising will be confined almost exclusively to Ontario and Quebec. Next year it will be switched to dailies published west of Port Arthur. This plan of dividing the country into halves will be carefully checked and the results will largely determine future advertising policy.

About thirty daily papers are used, including three French dailies. Gratifying results followed the incursion into Quebec, and it was found necessary to issue a special

French edition of "Brock's Book on Birds" which is featured in all the firm's advertising, in order to satisfy the demands of the bird-lovers in Canada's oldest province.

The advertisements are small but compact and meaty, appealing irresistibly to canary breeders and owners. All advertisements carry a tear-off coupon. They are eminently readable and contain just sufficient advice and information to cause every person who owns or would like to own a singing bird to fill in and mail the coupon offering the book, sample of "Brock's Bird Seed" and cake of "bird treat." The price of the book in the ordinary way is twenty-five cents, but, together with the samples offered in the coupon, it may be obtained for ten cents. During the height of the bird season the number of coupons accompanied with dimes sent in averages thirty a day.

Beyond making good the promise of the coupon, no effort is made to follow up replies. Where questions are asked, however, personal letters are always sent, but it is left to the wide distribution secured through wholesalers enabling the retailer to get a supply quickly, to take care of the consumer demand. Attention to this fact is always pointed out in any letters sent to specific enquirers.

Larger Advertisements Best

Due to the careful checking system adopted, Nicholson and Brock have established beyond dispute that larger advertisements inserted less frequently pull more business, in the relation of six to one, than advertisements half the size inserted twice as often. The advertisements at present in use are two in number, measuring 45 and 65 lines double column. Both carry coupons and follow the same layout although the small type wording is different.

Until this year the firm's policy in advertising has been to sell bird seed as such. The necessity of getting the right kind of seed, namely, "Brock's", has been emphasized. The copy running at present dwells more on the pleasure of possessing a singing canary in the home. Its aim is to sell the bird and its song rather than its food as a logical means of increasing the market for "Brock's Bird Seed." This changed note has proved successful and to it is attributed the fact that sales since the New Year are ahead of the same period last year by eighteen per cent. It is almost certain that the firm's

Brock's Bird Seed
Every Package of Brock's Bird Seed Contains a Cake of Brock's Bird Treat
FREE
SAMPLE COUPON
NICHOLSON & BROCK
Brock's Bird Seed
Every Package of Brock's Bird Seed Contains a Cake of Brock's Bird Treat
FREE
SAMPLE COUPON
NICHOLSON & BROCK
TORONTO

Current copy seeks to increase market for bird seed by emphasizing pleasure of possessing a singing canary. Its success is proved by fact that sales are ahead of last year by 18 per cent.

advertising during 1923 will extend this copy slant and seek to develop the potential market for song birds in the home, in hospitals and convalescent homes.

Reference has been made to "Brock's Book on Birds" featured in the advertisement coupons. This publication calls for a paragraph for itself. The modern sales booklet of a dozen or so pages is frequently bound in an expensive binding with the fond hope that this costly and impressive dress will save it from a swift flight into the waste paper basket. "Brock's Book on Birds" is plainly bound in paper but it is safe to say that not a single copy sent out is disregarded by the recipient. Thousands of copies have found a permanent resting place on the bookshelves of bird lovers. It is found listed in the catalogues of over 400 public libraries in Canada. Being asked for, costing a nominal sum, containing 220 pages with 40 illustrations, with the most complete and up-to-date practical advice on food, disease, breeding, judging, washing and color feeding of canaries, to say nothing of parrots and other cage birds, this little volume of pocket size is safe from the obliterating maw of the W.P.B.

From beginning to end the book carries not a line of advertising outside of the few pages at the beginning and end devoted to that purpose. It has gone through seven editions, sells at the rate of 5,000 copies a year, and is one of the most successful pieces of indirect advertising extant. Its author, James Nicholson, is a member of the firm of Nicholson and Brock, and a noted ornithologist recognized as an authority upon the subject with which the book deals.

That completes the story of "Brock's Bird Seed" advertising, although what is omitted in the firm's plans is almost as significant as what is included. Mention has been made of the fact that no dealer advertising is attempted; that no salesmen are employed. It may be added that no dealer helps or window display material is used. The one pound packages in which the seed is put up are in themselves advertisements of no mean order to whose coloring and design a great deal of thought has been given. Their golden feathered birds standing against a background of a five-pointed star make them unique and cause them to stand out distinctly from all other containers on the shelves. The sides, back and top are used to advertise the book, bird gravel and parrot food put out by the firm.

* * *

Toronto Advertising Club Heard Griffin Talk

W. H. Griffin, of Southam Press Ltd., addressed the Toronto Advertising Club at the King Edward Hotel on March 23rd, 1922. There was a large and enthusiastic attendance, and a number of new applications were received for membership in the Club.

Mr. Griffin spoke on Direct Advertising, emphasizing the fact that the success of direct advertising depended upon getting the facts and formulating a plan. He commented that too often direct advertising consisted in getting together a group of booklets, folders, or letters of attractive appearance. To quote Mr. Griffin, "Let the plan suggest the pieces and you are sound. If the pieces suggest the plan, you generally have no plan. The time to worry about paper, press run, color, sizes, physical shapes, number of pieces, lay-out art work, plates and copy does not arrive until the plan has been built."

In summarizing the points which he had developed, Mr. Griffin reduced them to three essentials:

(1) Get the facts—no matter how—but get them.

(2) Build a plan based upon these facts.

(3) Then work the plan.

In conclusion, he said "work the plan from the building of the different pieces, down till the last piece is mailed and the prospect sold or killed."

* * *

A. J. Massie Ltd., advertising agents, Winnipeg, are placing copy for Gestol, a digestive tonic manufactured by the Gestol Co. Ltd., Winnipeg.

NO INCREASE IN ADVERTISING COSTS DURING THE PAST YEAR

Check-up of rates and circulations of principle Canadian mediums shows slight increase in total circulation and corresponding decrease in advertising rates. Rates now thought to be stabilized at new level. Quality of circulation believed to have improved. How advertisers benefit by higher level of rates.

A REVIEW of the Canadian advertising situation, as far as consumer publications is concerned, has become an annual feature of MARKETING since its inception. It appears at this time of the year because the revisions necessary to LYDIATT'S BOOK bring into our hands a mass of material which facilitates such an analysis.

The outstanding fact which immediately seizes the attention when reviewing the 1922 data is that the three chief classes of consumer publications—Daily Newspapers, Farm Papers and Magazines—show a slight total increase in circulation, and also a slight decrease in the total advertising per Milline.

This showing is all the more remarkable because it had been generally anticipated that increases in subscription rates put into effect by quite a number of publishers during the past year, would force down the total circulation of the daily newspapers.

It was indicated in the February 1st issue of MARKETING that as far as the A.B.C. dailies were concerned there had been generally a slight falling off of circulation between March 31st and September 30th, 1921, as shown by our tabulations of Publishers' Statements to the A.B.C. for those dates.

It was pointed out that 18 dailies had shown slight gains, while six had shown quite marked increases; notably the Toronto dailies. It now appears that these gains more than offset the losses of other newspapers, and as will be seen from the accompanying Table there is an increase of roughly 15,000 in the total circulation of all Canadian dailies.

In the case of the magazines the figures quoted show a decrease; but this is due to the suspension of *Woman's Century;* the remaining 9 magazines having shown an actual increase in total circulation.

With regard to rates it will be noted that while in some classifications of daily newspapers there have been slight increases in the Milline rate, the total Milline rate for all dailies shows a decrease of about one per cent.

During the year 13 dailies put rate increases into effect, while 10 dailies lowered rates, the net result being that the total rate per inch for all Canadian dailies is increased by only 19 cents.

The farm papers show a decrease of 5.1 per cent in their total Milline rate, and the magazines a decrease of 1.3 per cent.

GETTING BETTER "BUY"

Generally speaking, therefore, the advertiser is getting a considerably better "buy" this year than last, when he goes into consumer publications. Not only does he get a little more circulation for a little less money, but, on the whole, he is getting better circulation. Increases in subscription rates that were put into effect during the early months of 1921 by a number of dailies have considerably reduced duplication in several cities, and on the principle that the more people pay for a thing the more they value it, the newspapers are able to offer a higher-grade circulation than has ever before been the case in Canada.

It will be seen from the second Table that daily newspaper circulation in Canada reached its zenith in the year 1917, with 1,985,844. In the following year the flood of war-time "extras" ceased, and this loss, coupled with the declines brought about by advances in subscription rates, reduced newspaper circulation to its minimum of 1,739,508 in 1920. Since then steady increases have been shown and the daily press can now offer advertisers 1,774,519 circulation, of which 1,592,921 is A.B.C. audited.

Many advertisers who have been complaining about rate increases during the past year will no doubt find it difficult to accept the figures given here showing a slight general decrease in Milline rates. In view of this possibility it may be as well to point out, as MARKETING has done more than once, that in many cases new rates are a full year in coming into effect. Thus, some advertisers during 1921 may have been confront-

Comparison of Circulations and Rates
CANADIAN MEDIUMS—1921-22

Year	Class of Publications	Number	Total Circulation	Total Rate Per Inch	Rate Per Milline
1921	Dailies, under 5,000 cir'n	41	119,409	$ 9.79	$5.85
1922	" " " "	41	119,454	10.31	6.16
1921	Dailies, 5,000 to 10,000	19	139,226	8.30	4.26
1922	" " "	22	159,630	10.18	4.55
1921	Dailies 10,000 to 20,000	15	202,995	10.22	3.59
1922	" " "	14	205,043	9.31	3.24
1921	Dailies 20,000 to 50,000	20	570,157	22.12	2.59
1922	" " "	18	523,107	20.16	2.75
1921	Dailies, 50,000 to 150,000	8	727,626	18.62	1.83
1922	" " "	8	767,285	18.90	1.75
1921	ALL CANADIAN DAILIES	103	1,759,313	69.05	2.80
1922	" " "	103	1,774,519	68.86	2.77
1921	ALL FARM PAPERS	37	1,031,667	99.12	6.86
1922	" " "	39	1,032,448	94.08	6.51
1921	ALL CANADIAN MAGAZINES	10	398,996	50.54	9.07
1922	" " "	9	391,182	49.00	8.95

The above tabulation has been compiled by MARKETING from A.B.C. Reports and publishers' sworn statements and rate cards submitted for publication in the 1921 and 1922 editions of LYDIATT'S BOOK. Rates per inch are based on rates for 5,000 line contracts.

ed with rate increases which had been made the year previous. Indeed, some advertisers have had contracts which protected them against such rate increases until the early months of this year.

With regard to this phase of the situation MARKETING said in the issue of August 15th, 1921—"Unlike most manufacturers who could set a price for their product overnight, the producers of advertising space were unable to increase their rates without due notice, owing to the practice of accepting advertising contracts for a period of twelve months. Rates based on existing costs in 1917 could not be made generally effective until 1918. Fresh advances, caused by further cost increases in 1918, scarcely helped the revenue of newspapers until 1919. Thus, the publisher was almost always a year behind other manufacturers in getting a fair price for his product, and was actually 'taking his losses' when the majority of manufacturers were taking their highest profits."

It is now evident from the very slight variation in the Milline rate between 1921 and 1922 that rates in Canada are pretty thoroughly stabilized at a level still considerably below that which obtains in the United States, but apparently adequate to meet present publishing costs in this country.

There are a few advertisers in Canada who realize the advantage to themselves of a relatively high level of rates. In the words of one ardent exponent of the "high-rate" policy—"It keeps out the pikers."

Comparison of Circulation and Rates

DAILY NEWSPAPERS 1915—1922

Year	Total Circulation	Total Rate Per Inch	Rate Per Milline
1915	1,972,146	$46.32	$1.68
1916	1,946,366	46.94	1.72
1917	1,985,844	49.68	1.74
1918	1,900,193	48.51	1.82
1919	1,904,532	53.10	1.99
1920	1,739,508	52.79	2.16
1921	1,759,413	69.05	2.80
1922	1,774,519	68.86	2.77

When publication rates are low the "fly-by-night" concern can make a temporary splash that may seriously affect the business of well-established firms. When rates are high the piker—who usually stakes everything on sensational copy and extravagant use of space—is discouraged from entering the field, because the initial cost of getting a foothold with the trade is beyond his resources.

Frequency of Insertion

It is also argued that high rates tend to reduce the size of copy and increase the number of insertions. Advocates of this theory maintain that low rates encourage the use of large copy, with the result that every advertiser—in order to secure attention—is forced to use much larger space than is actually required to put over his message. They claim that when the necessity of using extravagant space is removed the tendency is naturally to greater frequency of insertion. This follows from the generally accepted tenet of the advertising business that constant repetition—"keeping everlastingly at it"—brings surer and more lasting success than the practice of indulging in sporadic splurges.

Another viewpoint occasionally advanced is that the prestige of the medium carrying a given piece of copy determines to a great degree the returns that will be got from it. Cheap rates usually mean that a publication must carry a much larger proportion of advertising than reading matter, with the result that it approaches the status of a handbill, and the advertiser's hope of getting returns is sadly minimized.

It is indisputable that small space, frequently used, in mediums of high reader-interest will pull better than occasional extravagant copy in a crowded, badly edited and cheaply produced publication; and if a comparatively high level of rates in Canada means a steady improvement in the appearance, contents and interest-compelling features of our publications, there is no doubt but that the interests of the intelligent, reliable and legitimate advertisers will be better served.

* * *

TWELVE TIPS ON ADVERTISING*

Tip No. 11.—Appeal More to Women Than Men

Advertising men must make advertisements to attract women. Women the biggest buyers, yet many advertisements ignore this fact. Appeal to women must be personal.

By Herbert N. Casson

THERE is an old rhyme that runs like this:

"Money governs the home, that is the usual plan;
Man governs the money, and the kiddie governs the man;
Woman governs the kiddie as she teaches it to trot;
So, when you come to reckon it up, the woman governs the lot."

That little verse should be printed as a poster, and hung up in every advertising agency, which invariably consists of men.

The fact is that most goods are bought by women, while on the other hand, most advertisements are written by men, and from a man's point of view.

Most goods are bought by women.

Most advertisements are written by men.

If these two statements are facts, they are of the highest importance to every firm that spends its money on advertising.

They compel us to ask this question—is it true that much advertising is unsuccessful because it is *too masculine?*

I have no space here to prove that a woman and a man are mentally very different. If anyone disputes this, he is ignorant of what has been learned in the last 50 years of science. Let him read Havelock Ellis, who is the greatest living authority on this subject.

Men and women are as different as dogs and cats, or as palm trees and roses. They are far more different in mind than they are in body.

Neither one is superior. Generally, man has a stronger body and woman has a stronger mind; but neither one can be dominant in any sense of a superior quality. They cannot be fairly compared: and the sex war that goes on, more or less,

Copyright in Great Britain and U. S. A. by Herbert N. Casson. Copyright Canada 1921 by W. A. Lydiatt

Its Leadership in *Results* Brings Leadership in Space

Advertising congregates where it pays best. A medium may be chosen ***once*** for a price, or because of a favorable contract secured, but in the wide average, advertising seeks out the most profitable mediums and stays there.

Year after year, The Globe leads all Toronto papers in its lineage of General Advertising.

It leads the Toronto morning field in its lineage of Retail Advertising.

It leads all Canadian morning papers in its lineage of Classified Advertising.

Not because of its leadership in space—but because of its leadership in ***results***—The Globe confidently invites advertisers to analyze its service in Canada's largest and wealthiest market.

The Globe,

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

is as absurd as the war between Labor and Capital.

Some things are mainly masculine, such as Law, War, Invention, Mechanics, Philosophy, Railroading, Seamanship and Mining.

Other things are mainly feminine, such as Housekeeping, Child Nurture, Society and Nursing.

A few things are quite without sex, such as Poetry, Drama, Art, Music, Song and Literature.

As to women being the buyers, I once made a long investigation and learned that women buy 76 per cent. of all the merchandise in the shops.

Women spend 3 *times as much money as men do.*

Women buy for themselves, for the children, for the home, and to quite an extent for the men of the family.

A woman seldom buys her husband's collars, because she forgets the size; but she buys fully one-half of his ties and umbrellas.

Women are the main buyers of drapery, foods, readymade clothing, sweets, jewellry, novels and magazines. They are the chief supporters of both churches and theatres.

In the buying of furniture, the man decides the price, usually, and the woman has the casting vote once out of three.

The percentage of goods bought by women is about as follows:

Silks	95	per cent.
Books	85	" "
Toilet Goods	95	" "
Jewellry	90	" "
Glass and China	75	" "
Leather Goods	65	" "
Pianos	75	" "
Gramophones	60	" "

Now, in spite of this fact that women buy four-fifths of the goods, we men have neglected to study the peculiarities and motives of women.

There is not one book, in any American or British library, on "*Women, as Buyers.*" We have all ignored the subject.

The men who sell goods by advertising live in a masculine world and quite forget the fact that it is four-fifths of their business to persuade women to buy.

Women hold most of the buying-power of the world in their hands. Women rule in the marketplace—that's why they should be generous enough to let men rule in a few other places.

If women were organized which which they never can be, they would be the absolute despots of trade and commerce. They would put business up or down, as they chose.

In the buying of goods, "Bunty Pulls the Strings;" and all keen advertising men must make advertisements to please Bunty. Give Bunty what she fancies and she will make you rich.

How completely most advertisers ignore this basic truth! Picking up a daily paper, I find the following headlines, on advertisements that are intended to appeal to women:—

"AS THE POLES ASUNDER"—this astounding headline is supposed to increase the sales of chocolate.

"A GILT-EDGED SECURITY", used as a headline by a school for typists.

"OUR SIMPLE SYSTEM LEAVES YOUR CAPITAL INTACT"—used to make people buy furniture.

"LIQUID GOLD"—used to advertise a custard powder.

In the whole paper, I find only two headlines that would appeal to women:—

"DYE — DON'T BUY", over an advert. of Pullars of Perth; and

"SHOP AT LYONS' TEA-SHOPS".

Fully half of the headlines are merely the names of the firms, which are therefore not headlines at all; or else they consist of such uninteresting words as —

SPECIAL.
REDUCTIONS.
NEW INVENTION.

The most compelling headline, by a firm selling ladies' shoes, was —

"ANY TWO PAIRS FOR 15/—."

As a means of selling shoes, this advertisement would pack his shop, but as a means of making a profit, that is another matter.

In general, to appeal to women, you must be *personal.* An abstract word means nothing to the average women. She cares very little about things in general. She is always thinking about I — me — my — ours.

A woman wants something *special.* She buys more conscientiously than a man does. She feels that she is the trustee of the family's money, and she wants to prove her efficiency as a buyer.

Just as a man loves to come home with a rise in his wages, so a women loves to come home with a bargain.

Women want 9d. for 4d., there is no doubt about that. They have no sympathy at all for a poor merchant who has over-bought. I dare say that a few men have now and then paid more than they were asked, but no women ever did.

A women is most interested in herself and her family and her comfort and her surroundings. She is keen on *her own people.*

The most successful magazine advertisement I ever knew was one advertising cypress wood. It showed a pretty home, with the whole family having a happy time in the garden. It brought in over 80,000 answers and started a vast total of sales.

If the advertisement had said—"QUALITY IS ECONOMY" and had shown a picture of a saw-mill, it wouldn't have brought in 80 answers.

So, the 11th Tip is — *Appeal more to women than men.* The ruler of the world's markets is the *woman,* with the *baby* in her arms.

* * *

18,000 Automobiles Scrapped in Canada during 1920

A table indicating the approximate number of cars retired from service in Canada is included in a complete statistical report of the automotive industry for the year 1920 just issued by the Dominion Bureau of Statistics. The table which gives a comparison of the years 1919 and 1920 follows:

Cars to be Accounted For

	1919	1920
Automobiles licensed during current year	341,316	407,064
Manufacturing during the year	87,835	94,144
Imported during the year	11,750	9,144
Total to be accounted for	440,901	510,352

Cars Accounted For

Automobiles licensed during following year	407,064	469,310
Exported during the year	22,949	23,012
Total accounted for	130,013	496,322
Difference equals cars scrapped during year	10,838	18,030

The report also shows that there were seventeen automobile manufacturing plants in the Dominion, employing a capital of $53,966,605, of which all but two, the combined capital of which was $309,262, were located in the Province of Ontario, while automobile supply plants in the country numbered 62, and employed a capital of $15,332,887. The value of the products of the automobile factories in 1920 was $101,465,486, and of the products of the supply plants, $19,361,882. These figures show an increase of 5 in the number of automobile factories during 1920, and an increase of 20 in the number of supply plants, with a corresponding increase in the capital invested and in the value of the products.

Standard of Advertising

Adopted by the Members of the Association of Canadian Advertisers at their Third Annual Meeting in Toronto

RESOLVED that we, members of the Association of Canadian Advertisers, are opposed to advertising of the following kinds:

All advertising that is fraudulent or questionable, whether financial, medical or any other; all advertising that is indecent, vulgar or suggestive either in theme or treatment; that is "blind" or ambiguous in wording and calculated to mislead; that makes false, unwarranted or exaggerated claims; that makes uncalled-for reflections on competitors or competitive goods; that makes misleading free offers; all advertising to laymen of products containing habit-forming or dangerous drugs; all advertising that makes remedial, relief or curative claims, either directly or by inference, that are not justified by the facts of common experience; and any other advertising that may cause money loss to the reader or injury in health or morals or loss of confidence in reputable advertising and honorable business.

Resolved that we recognize our own obligation as advertisers to conform to these principles.

Resolved that we urge upon all publishers and upon all sellers of advertising space or service, a strict adherence to these principles and that in so far as the exigencies of our individual businesses will permit—

we will direct our advertising to those mediums which make the observance of these principles their rule and practice.

The Citizen Excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers, fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks, and any other advertising that should not be found in a Clean Home Newspaper.

The Citizen's censorship of advertising copy does not stop with the out-and-out fraud and quack. The Citizen excludes *absolutely all* medical and semi-medical advertising, including that of many quite reputable products, believing that broadcast recommendation of cures and reliefs is dangerous.

The Citizen maintains a higher standard in the acceptance of advertising copy than any other newspaper in Canada. That is why it has earned to such an unusual degree the respect and confidence of its readers. The fruit of this confidence is—results to the advertiser—who is always assured of good company in the columns of the Citizen.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban
25,500

Total Circulation
29,633

SHOULD KNOW MARKET'S CAPACITY

Knowledge of market's capacity to absorb the product should be the foundation of all sales effort. Yet very often it is not considered. Accurate forecasts of results possible only if preliminary research is thorough.
Fourth article in a series

Written for MARKETING by GEORGE FRENCH

BACON said: "For he who understands his subject is master of his end, and every workman is king over his work."

Bacon did not know that he was writing a very good text for the merchandiser. He did not know there was any such thing as merchandising, as we know about it. But he knew that men function in the field of their knowledge. We know that, as an academic fact; but we are just beginning to apprehend that the human factor in any line of business is the most important factor.

People in general are beginning to take practical interest in those processes of business which until within a few years they have been content to accept the say-so of men in those businesses. A merchandising man recently said, in a speech, that, "the whole world is crying for goods, at less cost. It wants things, thoughts, services at the least cost of time, work, money and materials. It wants the factory to produce shoes for less. It wants the sales department to produce its sales for less."

Whether the wise sales manager realizes the truth of these statements or not will be the measure of his efficiency, and before many more years his ability to hold any position will depend upon his appreciation of their truth and the facility with which he incorporates it into his practices.

Nothing more significant has happened in American business during the past half century than the organization of engineers into a great federation the purpose of which is to promote the elimination of waste in business. This federation of engineers has already found that there is a 50-percent waste in management. If it could be eliminated to the extent of 50 percent there would be a surplus of money available that would be equivalent to the whole of the taxation bill of the people. I believe this, but am not in a position to prove it with figures. Nobody knows what is the bulk of money spent for managment, but everybody knows that it is immense.

And the waste found by this engineers' association is not all in the management. It permeates every department of business. For example, a committee representing trade organizations and the government of the United States is looking into the matter of paper for printing purposes, and has arrived at the conclusion that waste in the line of brands and sizes of paper accounts for no less than 30 percent of the cost of printing. There are it is found, no less than 10,000 varieties of paper for printing purposes, including sizes and brands. Many brands are duplicates, the same paper selling under several names.

This committee finds that 80 per cent of the book paper used finds its way to the printers through jobbers; and it finds that jobbers make prices higher than they should be. It will try to redefine the functions of the jobber, and make him the necessary factor in selling paper that conditions demand.

LEARNED THAT SELLING COST COULD BE LOWERED

A specific example of the policy of jobbers, and what it costs printers, is this: The jobbers in a certain section of country became incensed against a certain manufacturer, and agreed not to handle brands of paper he makes. As soon as the manufacturer understood what was going on he took certain measures. He loaded a train of freight cars with a brand of popular bond paper and sent it, with his own salesmen, into the region from which the jobbers sought to bar him. He sold the paper slightly under the market. He sent a second shipment of several carloads, and sold it direct to printers and other consumers.

Then the jobbers were willing to sue for peace, and resume handling the paper made by the manufacturer in question. But the manufacturer had learned something that he ought to have known from the first day he began to make paper, that jobbers are prone to add costs to materials they handle. He learned that he could sell his product direct at six cents a pound less than the jobbers got for it, and make for himself more money than he makes by operating through the jobbers.

This is but one example of loss of manufacturers and consumers alike originating through the ignorance of their fields exhibited by manufacturers when some stress of selling conditions impels the manufacturers to really discover their fields.

It does not require a very vivid imagination to enable one to realize that there are many, many fields within which selling methods operate to deprive manufacturers of possible profits and deny to consumers more economic prices.

MUCH WASTE BY NOT KNOWING

Doubtless the engineers will in time get around to assay the waste in distribution that arises because producers do not know to what extent their goods will be taken by buyers, nor how to get out of a given field all it ought economically to buy.

There already has arisen within merchandising circles a feeling that sales managers ought to be able to estimate very closely the amounts of goods that given territories can be relied upon to absorb. An advertising man recently aroused great interest, and a sharp controversy, by asserting in a convention of advertising men that an advertising manager should be able, and should be required, to estimate almost accurately the amount of new business he would produce if given a stated appropriation to spend in advertising.

Many sales managers do now force into the field stated quotas of their goods. Mr. Henry Ford is famous for doing this—or it may be more in accord with the truth to say that he is infamous because of the way he operates the theory. But he works the theory wrong end foremost. He makes a certain number of cars each week, without having knowledge of the capacity of territory to absorb them, and settles the matter by apportioning his output to distribut-

Another Record Broken

THE CIRCULATION of *The World* on Saturday March 4th made a high water mark for the 34 years of its history.

It was 7,909 higher than the same day a year ago; 5,442 higher than three months ago and 1,248 higher than Saturday, a week ago.

The total on Saturday was **31,005**, of which **20,326** were sold or distributed by carriers in Greater Vancouver.

Vancouver Daily World

FOR INFORMATION

Eastern Agent

J.B.Rathbone

95 King East. TORONTO. 317 Transportation Bldg., MONTREAL.

And Recognized Agencies

ing agents and collecting from them. His true policy would be to get from each agent figures showing the maximum distribution possible, through sales dictated by some degree of necessity. It is certain that he would be able to market even more cars, as he would be able to supply the maximum requirements of all selling agencies.

Now and then we read of some concern that was impelled to make a research survey of its field to avoid dissolution by reason of falling demand. One such case was recently reported, and it was assumed that the manufacturer was a man of extraordinary acumen. All he did was to send a research expert into his field to discover why his goods were not selling up to former scale. The expert got the facts without any trouble at all, and when the goods were made to meet the needs of buyers they again sold as freely as ever.

Forced To Find Out

This performance came after some months of shrinking business, and in the face of disaster. The problem was considered by the organization, but nothing was discovered until the buyers themselves were consulted—until, that is, adequate research was made in the field: until the manufacturer discovered how to make goods wanted and how to distribute them. This knowledge he ought always to have had, and he should have taken measures, as one of the fundamentals of his business, to keep his touch with his field always acute and always as of the present day.

Distribution as a science akin to the science of accounting, the science of selling, the science of advertising, or any other science concerned with the transaction of business, has been almost totally neglected. It is the very bottommost fundamental of business. It absolutely controls manufacturing and selling, as well as consumption. And distribution cannot be applied in actual business except as the fields in which it is to function are subject to searching research methods and made to yield up their secrets pertaining to the wants and the needs of consumers, and those consumers' ability to purchase.

The market, as we hear it referred to, is not something that is created, and that functions according to some mysterious laws that cannot be understood in advance but must grievously be experienced. It is opportunity, and nothing but opportunity, for those who know their business. The market has to be made to react in the reverse of the manner so many manufacturers imagine it will react. First of all the buying public has got to be made aware of its need of goods, that it wants goods, and prompted to buy them. This want must be made to flow backward toward the manufacturer through channels of distribution, through retailers, jobbers, or other distributors, until it may be tabulated in the office of the manaufacturer and his machinery set at work to produce enough to meet the demand, with a margin for unexpected requirements.

Now, I know that it is quite easy to write about distribution as I have been writing, but that it is quite a different matter to get large manufacturing concerns to agree that a policy of research in their fields with its attendent expense, is either a needful or a wise policy.

Selling Not Magic

In the minds of many manufacturers selling is yet regarded as a species of hypnotism, and advertising as a species of bunco game. They limit their selling facilities to employing men they think can "put it over." If they advertise at all they deprive their advertising man of all probability of success by treating him as a sort of mountebank office boy and denying him everything that would possibly enable him to succeed.

These attitudes are by no means universal. They are not as common as they were some years ago. There is a modicum in manufacturing that is becoming enlightened about both advertising and selling, but it is not advancing as it ought to advance. As for advertising, it is being subject to restrictive analysis, and is required to justify itself without giving it greater opportunity.

In a recent speech to manufacturers one of the better of the advertiser-merchandisers summed this matter up in this way:

"Three things will have to be sold to general executives, the capitalists and financiers of business—1. What organized research can do to formulate the real problems of their markets. 2. How these problems can be successfully handled by advertising and selling methods. 3. How advertising and selling plans may be evaluated in terms which can be co-ordinated with their business methods.

"Finally, that this work is worth what it will cost to do it right; because the cost of distribution cannot be cut until this work is done."

This man wound up his talk by giving a definite formulation of the movement toward the researching of fields within which merchandise was to be distributed in this way:

"1. Distribution is the next big division of business activity to be approached from the standpont of the engineer to find out what standards can be developed by which the sales performance can be evaluated, short of waiting for the dollars and cents results, and wastes eliminated, for it is quite plain that the value of a sales performance is not going to be fixed by the size of the returns, nor entirely by the amount of the profit, but by the percent of the opportunities for profit realized upon.

"2. That the distribution department must meet the same tests, and largely in the same terms, to which other departments are subjected, i.e., that distribution cannot refuse to plan and schedule its performance in co-ordination with finance and production.

Knowing Beforehand

"3. That the distribution department will have so to develop its control that it will constantly grow in ability to make accurate forecasts of its results, and be able to maintain high morals in its forces of salesmen, and co-operating organizations, by an equitable distribution of the burden of sales.

"4. That advertising will have to develop some standards of evaluation more definite than publicity has yet developed."

This leaves the whole matter, it may be said, "between the devil and the deep blue sea," so far as practical action by manufacturers is concerned. It points to one specific thing, the necessity of recognizing the expediency of establishing research as a part of the machinery of selling goods.

First discover the man who needs a plow, then make the plow, then take the plow to the man who needs it and sell it to him.

This research work ought not to be done by the salesman nor the advertising man, but by some man whose future is not in any way bound up with any other department in the business, but who is skilled in finding out what people want and will buy, how badly they want it and how willingly they will buy it. It

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A Rigid Censorship

OPINIONS may differ as to the extent of a publisher's responsibility to his readers in regard to the editing of the advertising columns.

Where shall the line be drawn?

What classes of advertising shall be refused admission?

THE OTTAWA JOURNAL

throughout its long career has used the most rigid censorship to eliminate the fake, the fraudulent, and the unclean. Many splendid proprietary medicines, which are household words throughout the civilized world, receive, naturally, generous publicity in the columns of the JOURNAL, but the closest care is always taken to exclude all undesirable announcements.

Medical and semi-medical advertising must be of the most reputable kind to be included.

Doubtful financial offerings, loan sharks and fly-by-night oil and mining stock advertising are rigorously excluded.

This is but part of the JOURNAL'S regular service to its readers, that has inspired so marked a confidence and earned for it such prestige in the homes of the Capital.

The Ottawa Journal

"More than a Newspaper—an Institution in Ottawa"

THE MORNING JOURNAL (Members A.B.C.) **THE EVENING JOURNAL**

Average Feb. 1922 . . 5,462 **Average Feb. 1922 . 23,354**

Average Combined Feb. 1922 . . 28,816

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

MORE RELIANCE ON THE RETAILER

Breach between retailer and national advertiser being closed by growing appreciation of retailer's importance as a marketing factor. Where consumer advertising was once used to "load up the dealer" it now aims to help him move the goods. From a recent address

By H. J. Winsten

DURING the past three years the attention of the commercial world has been directed more seriously to the subject of distribution, not only from the standpoint of efficiency and increased volume, but at lowered cost.

Notwithstanding the quite apparent reduction in manufacturing costs brought about by volume production and efficient planning, this has been largely offset by an increasing cost in distribution. Broadly speaking, there are two important factors that must bear the burden of investigation.

First, the retailer who is in line to distribute his wares to the ultimate consumer, and, second, the manufacturer who, for the purpose of this discussion will be limited to the national advertiser.

The retailer has a very definitely serious problem today. He finds himself face to face with an ever increasing overhead expense and a volume of business not increasing at a proper ratio to that expense. He is perplexed. He calls for increased turnover which multiplied by a decreasing margin of profit means the same as nothing multiplied by any figure still means nothing. Too often he is obliged to resort to reduction sales, bargain sales in an heroic effort to secure or increase traffic, for apparently traffic is his answer. But, how long can the retailer stand this present method of hypo-selling the public. Look at your newspaper advertising as generally carried on by retailers and you will note a constant sales stimulant of bargains and reductions. How long before the public will ask, "Why buy at regular prices?" Consumer habits are too vital for the retailer to overlook this patent manifestation. Surely the retailers require the co-operation of the best minds of our nation in the study of their problem.

In most instances also the national advertiser is confronted with a difficult situation. His distribution too often through the retailer is faulty. The mortality is too great. There is a lack of mutual co-operation in many cases. Substitution is still a common difficulty, though the national advertiser does not fume about it as he did some years ago. Altogether, there is a lack of harmonious co-operative effort between two great forces in our industrial life. This causes waste for which the public pays, as it always must, in the last analysis.

Both retailer and national advertiser want to serve the same public. Basically, they are committed to a combined effort to promote each other's interest. They cannot afford to work at cross purposes.

Without undue emphasis or at disproportionate length, let us review the relation of the retailer and the national advertiser in its broadest aspect, admitting, however, various exceptions of which the automobile industry is a shining example. I mean by that, that there are a number of industrial activities in this country of special nature where practically the entire business has been built up on nationally advertised lines, and of such recent manifestation that it does not enter into such a discussion as the present.

"Forcing" The Retailer

Not many years ago the retailer was almost entirely ignored by the national advertiser. So much was heard about "Creating demand," "Go over the retailer's head to the public," "Consumer is King!" It was the day of the coupon advertiser, direct to the consumer, and then going with hands full of inquiries, many of which were irresponsible, an avalanche of these "evidences" would be heaped upon the retailer. Often the retailer had not even stocked the merchandise in question or received any intelligent direction as to what should be done with the coupons or inquiries. Forcing the retailer was a great game.

But soon the national advertiser discovered that "forcing by demand" was not producing results. Resentment and reaction on the part of the retailer brought about retaliatory measures. Then we enjoyed, for a brief time, an anti-substitution campaign. This only contributed to the already strained relations, and widened the breach between the retailer and the national advertiser. During this period we saw a great deal of the "broadside"—the promise and threat to the retailer. Elaborate campaigns were inaugurated, largely based upon a comparatively small inadequate appropriation for national advertising, but making wonderful promise in blue-sky prospectus to the distributor. The retailer began to take on importance as a link in the process of distribution. Too often, though, the retailer was induced to stock the line upon a very flimsy national advertising campaign, and found himself overstocked because the consumer call did not come. The national advertiser had woefully erred in giving the mistaken impression to the retailer that the goods would fairly melt away with the force of consumer demand. So much for so-called "Dealer Influence" national advertising.

Despite the glaring, grievous mistakes in the use or abuse of national advertising, it has not only survived, but has taken on more vigorous growth until today no intelligent retailer can afford to neglect the selling and merchandising opportunities offered by the aid of the national advertising of trade marked merchandise.

What has brought about this change? Simply an intelligent application of the principles of national advertising to the distribution problem. We now find ourselves in an entirely different state of mind. We hear a great deal about merchan-

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Prosperous Farmers Predominate Among *Advocate* Subscribers

The First in the Farm Field

These progressive farmers have not kept all their eggs in one basket, but by years of continuous successful management of their farms and improvement of their herds and flocks have built up a reserve and established sources of income which make it worth while to do business with them and their families.

Live Stock is the Backbone of Agriculture

The volume of live stock advertising carried by The Farmer's Advocate proves beyond a doubt that our subscribers are actual farmers and extensive buyers. Live stock advertisers are guided by immediate results and their unreserved patronage of this medium, from year to year, is conclusive evidence that The Farmer's Advocate stands supreme in the farm field.

The following table shows by comparison the number of agate lines of live stock advertising carried during the past three years

	1921	*1920*	*1919*
Farmer's Advocate and Home Magazine .	**117,259**	**145,846**	**133,033**
Nearest competitor . .	58,710	93,888	88,300

You are on the lookout for new markets. The farmer needs your product. The columns of The *Farmer's Advocate and Home Magazine* present the short cut by which you can reach the most prosperous farmers of Eastern Canada.

FARMER'S ADVOCATE AND HOME MAGAZINE

London, Canada

Published by

The William Weld Company, Limited

London, Ont.

Member A.B.C. Since Start

"Business goes where it is invited and stays where it is well treated"

EDITORIAL COMMENT

Can Men Advertise To Women?

IN "Tip No. 11" in his valuable series "Twelve Tips on Advertising" which is printed elsewhere in this issue of MARKETING, H. N. Casson deals with the art of advertising to women. He asks the question, Is it true that much advertising is unsuccessful because it is too masculine? and his answer is one that all copy-writers and advertisers will do well to study carefully.

Mr. Casson contends that most goods are bought by women and that most advertisements are written by men. In his opinion the male advertiser has failed to study the peculiarities and motives of woman when she hies to the market-place to buy, and has quite overlooked the fact that it is four-fifths of his business to influence woman how to spend her money.

Some of Mr. Casson's conclusions will not be accepted without demur by those whom he criticises. He does not suggest that women copy-writers should take the place of men in making the appeal to the female mind, and this fact would indicate that the male advertiser is not quite hopeless. Women copy-writers are being employed in growing numbers, not because they are women, but because they can write advertisements. Successful advertising has little, if anything, to do with sex intuition or bias. It depends on the ability to size up and determine the point of contact to be made in a particular market, and a good advertiser can do this quite independently of the fact that his prospects are men or women.

In other words, a good copy-writer is one who can appeal to either sex. If a man cannot sell to women it is because he is a poor salesman, not because he happens to be a man. The same is true of advertising. Hundreds of successful advertising campaigns written by men and addressed exclusively to women, have demonstrated that the mere male has a very profound knowledge of female psychology, and that it is possible for him to articulate the needs of the fair sex more clearly and cogently than even a woman could.

Mr. Casson cites a number of "glaring examples." These are without exception instances of bad advertising and do not touch the question whether or not men can appeal successfully to the buying power of women. To describe custard powder as "Liquid Gold" stamps the copy-writer as one who may not know the female mind, but who certainly does not know his business.

In his article, Mr. Casson unconsciously supplies a convincing answer to his own question. After a long investigation, he learned that women buy four-fifths of all the merchandise in the stores. If this is a correct estimate, it seems hardly likely that "men (copy-writers) quite forget the fact that it is four-fifths of their business to persuade women to buy." If women, despite the "too masculine" advertising aimed at them by men advertisers, are buying to the extent Mr. Casson says they are, somebody is doing some highly effective advertising. This gratifying result may be traced to the growing employment of women copy-writers, but we think not. The vital question to be discussed would appear to be, Is much advertising unsuccessful because it is too feminine? Should the copy-writers not get after the men who are not doing the buying, and relax in their supremely successful efforts to interest the ladies?

* * *

The Hold-Up Is Breaking

IN the busiest section of the busiest street of one of Canada's largest cities a peculiar phenomenon was witnessed recently. The hour was just before noon when traffic normally is at its highest. Passing from a side street into this usually thronging and noisy thoroughfare one sensed an unfamiliar air of Sabbath calm. North and south, as far as the eye could reach, the roadway was devoid of its customary streams of vehicular traffic. Not a car, automobile or conveyance of any description was in sight. Even pedestrians were comparatively few and far between. There was something almost awesome in the hush that had settled on the street, and for fully five minutes this unnatural condition prevailed. Then suddenly at both ends the dam broke more quickly than it had formed. The arrested traffic rolled on, met, mingled, and the street resumed its wonted aspect of hurrying and varied industry.

The explanation was a very simple one. It happened that the traffic in both directions had been held up simultaneously at widely distant points. What traffic there was in the affected section found an exit via side streets so that within a few minutes the main thoroughfare was deserted by all save foot passengers.

Something very similar to this is happening constantly in the business world. Obstructions beyond control of the drivers arise to arrest progress and to compel escape by a side street. Even during what are known as "boom" periods, individual trades are held up, and it is frequently more than the co-operated wit of the community concerned can do to locate and remove the obstacles. When such obstructions are persistent and affect a large number of varying businesses, the situation created is termed a "trade depression." Business is passing through, or rather out of, one such period now. For those who have survived it has proved an invigorating as well as anxious time. For a long time to come the world will benefit by reason of the changes and adjustments, the new and better methods, that have been compelled into being by the rigors of the present depression.

It cannot be repeated too often that the hold-up is breaking. It is hard to be pessimistic in the Spring, and, anyway, inducements to peptimism are numerous. The cop at the cross-roads is permitting larger and larger groups to break through, and before long the main business thoroughfare will be as congested as ever. From innumerable directions come reports that employers are engaging more hands and that many plants are being enlarged. As they say in sugar bush land, "Sap's runnin'!" The time of the singing of birds is come and—better still—the voice of the advertiser is heard in the land.

"MARKETING" STRIVES TO STRENGTHEN ADVERTISING AGENTS' POSITION

In pointing out causes of criticism MARKETING "desires only to see adjustments brought about which will more firmly establish agencies on a basis affording greater satisfaction to both advertisers and publishers." Agents their own severest critics, spreading dissatisfaction so long as they countenance abuses which discredit a thoroughly logical, economical trade system.

Established System Keeps Costs Down

Publishers are the employers of advertising agents as general solicitors of business . Their services are valuable to the publisher as business-getters, business-developers and as a convenient, economical cooperative means of rendering a desired service to their advertisers. The cost of the selling and service organizations thus maintained is borne by all publishers proportionate to their volume of business—and is of course included in the selling price of their space. It may fairly be said that the advertiser pays for it whether or not he wants it or takes advantage of it. Just as the automobile buyer pays for selling and service expense, whether he walks into headquarters, unsolicited, with the cash in his hand, or some salesman spends a month or more getting his order and teaching him to drive.

"Doubtless the cost of motor cars would be reduced if all makers of cars were to cooperate in maintaining joint selling and service staffs in the different centres—as do publishers, thereby keeping the cost of their selling and service organizations down to an exceptionally low average. If it takes little time to attend to the order of one customer, there are others who take a great deal of time, and still others who are given time and attention, but do not order. It may seem unjust to the buyer whose order is easy to handle, but no more so in the case of advertising buyers than to buyers of motor cars, washing machines, mattresses or machinery.

"The cost of advertising is kept down by the way in which publishers share cooperatively in the expense of maintaining selling and service staffs, generally known as advertising agencies. There seems no reasonable ground for the protest of some advertisers against "paying the commissions these agents get" — even less than there would be in a buyer of anything else objecting to a salesman getting a commission or salary on his order simply because it was easily secured.

Possibly this way of looking at it has not occurred to some of these advertisers. —*Editorial, November* 1919 *issue.*

Stricter Standards Contended For

"If, as the "agitators" among advertisers would have us believe, the judgement or advice of any agent is influenced to any extent by the amount of commission paid, does it not follow that the objection would be removed if all the publications in any class, or all classes of publications allowed exactly the same rate of commission?

"If, when it came to a choice between certain daily newspapers, or between dailies and weeklies, or between newspapers and magazines, the rate of commission yielded was not a factor, undoubtedly the advertiser's advantage would be the sole consideration.

"It has been on this ground that Marketing has contended for the standardization of agency commissions. Only by bringing about the strict maintenance of a fixed and unvarying rate of commission can the agencies preserve their status and secure the respect and confidence of advertisers generally.

"I have been surprised that more agencies did not recognize this. Nor have I been alone in hoping that the agents themselves, through their associations would agree upon and make public, clearly defined standards of practice, the keystone of which would be a standard rate of commission from all publications, with none of the rebating or commission-splitting and such practices as continue to risk their reputation.

"Until the agents establish and observe a standard of ethics under which any agency even accepting other than a standard rate of commission, or resorting to any practice contrary to the recognized code, will be "disbarred" or outlawed, they will continue to imperil their status in the advertising business and feed the agitation which seeks to upset their established relations with advertisers and publishers.

"Prevailing conditions invite radical recommendations. In discussing the question, however, I believe advertisers would do well to recognize that the situation calls for more strict regulation, rather than entire abolition of the existing method of compensating the agent. Because abuses exist under the present arrangement, it does not follow that the situation would be improved by abolishing agency commissions entirely.

"Were the payment of commissions by publishers discontinued, it is a question whether publishers' rates would be lowered by that percentage, if at all. I believe existing scales of rates to advertisers would be maintained. Many publishers would find it advisable to increase their soliciting staffs. Some would undoubtedly establish service bureaus to prepare copy for advertisers. This would add to the publishers' selling expense, and would have to be covered in their advertising rates. The net result would probably be an increase in the cost of getting and handling advertising — which would necessarily be met by all advertisers, including those who would go to the additional expense of employing independent service agencies on a fee basis.

"I believe the existing arrangement operates with the greatest economy to both advertiser and publisher. And while conditions decidedly call for a wholesome "clean-up" movement, caution suggests a try-out of the established practice under improved conditions.

"The agent is in the difficult position of being expected to serve two masters, whose interests may sometimes be opposed. If under these circumstances, he has existed so long without causing a revolution, it must be because he renders a service which is valuable to both, in spite of some unsatisfactory features in the arrangement.

"The agent is, strictly speaking, the employee of the publisher, or rather of all publishers. He is employed to render service to advertisers, a kind and quality of service which no single publisher could afford to render. Because so many advertisers employ many different publications, publishers find it most economical to cooperate and share the expense of maintaining these "service bureaus," the purpose being to provide copy and facilitate the handling, billing and collecting of advertising accounts."—*Extracts from an article by the Editor, October* 15*th,* 1920, *issue.*

IN view of repeated misrepresentation in certain quarters of *Marketing's* attitude toward advertising agencies, it is thought advisable to reprint editorial opinion on agency relations as expressed in *Marketing* during the past two years. These extracts leave no question as to our attitude.

Causes of Dissatisfaction

If Mr. Dean, or any other advertising agent, thinks that MARKETING is "trying to breathe new life into the dead body of that old agitation against advertising agencies" he has only to attend a few meetings of representative national advertisers to dispel any such idea. Their relations with agencies, and the agencies' arrangements with publishers, were a sore spot with many advertisers long before MARKETING had anything to say about it.

It was only when the agencies sought further advantages for themselves from publishers, thereby increasing the dissatisfaction among advertisers, that

MARKETING, in the best interests of all concerned, warned the agents that they were endangering their position in the advertising world. We have not gone to the extremes of some critics, because, as stated in our October 15th issue, we regard payment of commission by publishers as operating with the greatest economy to all concerned. We have contended that *regulation*, not *revolution*, was what was required.

If anything published in MARKETING on this subject has been "of a destructive nature," it is only that we desire to see eradicated those conditions which cause suspicion among advertisers. As long as agents get larger commissions from some publications than they do from others, advertisers will lack the confidence they should have in the agents' recommendations.

To argue that agents are not influenced by the amount of commission received, as we believe is generally true, is not very successful in removing the suspicion. To threaten individual publishers with the loss of business unless a higher commission is paid does not impress the advertiser as working in his interests. To hear of the long-drawn out negotiations between the agents and the publishers, conducted in secrecy and leaving the advertiser out in the cold, does not strike the interested advertiser as showing any disposition to further his interests — but rather encourages the belief that his interests may be sacrificed to the agent's or publisher's advantage.

The agents would gain nothing by having MARKETING "keep quiet about it." If their position in the advertising world, or their relations with publishers, will not stand a little analysis or criticism, then there is assuredly something about the situation which calls for correction. — *Reply to letter from agent December 15th, 1920 issue.*

Agents Merit Confidence That They Do Not Enjoy

"The established system under which the advertising agent is supposed to render impartial service to the buyer of advertising, yet look for his remuneration to the seller, has *developed many features which have created increasing dissatisfaction* among both buyers and sellers, and as the middleman the agent seems to be at the root of the trouble.

"But it is unfair to hold the agent responsible for all the abuses which are so fruitful a cause of complaint among both advertisers and publishers—and to some extent among agents as well. The demands of some advertisers for more or better service, and in many cases for concessions of one kind or another—and on the other hand, the efforts of many publishers to secure favored consideration from agents by offers of higher commissions or bonuses—both have tended to bring about the conditions for which the agent generally gets the blame.

"Some of the agents, seeking to place blame for their embarrassment, fix it on MARKETING. "One of your missions in life is to drive a wedge of dissatisfaction between the advertising agencies and their clients" is the way one agency man expressed it following the A. of C. A. meeting several months ago.

"This complaint was supported by another agent when asked for his views on the recent bulletin of the A. of C. A. He complained that MARKETING was "making a mountain out of a mole-hill," and denied that agents were conducting their businesses on any other but an above-board and strictly honorable basis. He thought MARKETING was making sensational statements which might possibly be true of a few agencies, but certainly were not true of the majority, the result being that ad-advertisers are inclined to believe that all agencies operate on the same basis.

"At one moment he complained that MARKETING was responsible for that attitude of advertisers toward agencies—that is, an attitude of suspicion—but almost immediately afterwards admitted that some years ago, before MARKETING came into existence, the evil of publishers offering preferential commissions to agents was much greater than it is today. He instanced a case in which a publisher made him a very definite offer of additional commission which, of course he repudiated with disgust. Years ago, upon first entering the agency business, he occasionally had doubts as to the efficacy of the system. The dictum that nobody can serve two masters seemed to be against it; but in practice, and after years of experience, he has found out that it does work out to their mutual advantage.

"This expression of opinion brings out one point worth emphasizing. It is that the evil of "unstandardized" commissions is not due to agents' demands for higher commissions so much as to the attempts of many publishers to secure favored consideration from agents by offers of extra commissions. But whatever the cause, wherever the blame, the fact remains that the payment of larger commissions by some publishers—and the secrecy which shrouds agents' relations with the publishers—is largely responsible for the advertisers' distrust and for the dissatisfaction so frequently voiced by publishers.

"This idea of abolishing payment of commission by publishers, advocated by so many advertisers, is based on a wrong assumption, *i.e.*, that the publisher allows an advertising agent a commission exclusively to compensate the latter for services rendered to the advertiser. As a matter of fact, the publisher's object in granting commission is to recompense the agent for developing new business—and developing existing accounts.

"If publishers discontinue the allowance of agency commissions, this advertiser thinks, advertising agencies as now constituted would cease to exist, and would, instead, become exclusively the servants of the advertiser. They would be employed and paid by advertisers in many cases, and would have no further interest in developing new or existing business for publishers. They would be just as likely to promote poster, street car or direct-by-mail advertising—which may look mighty good for the advertiser.

"But immediately the newspapers and magazines, particularly the former, would feel the necessitiy for some centralized or co-operative organization to develop and handle their advertising business. They would find it necessary to maintain some form of co-operative soliciting and service organizations in different parts of the country to do the work which they feel is now being done more or less efficiently by advertising agencies. Then it wouldn't be long before these new "agencies" would be furnishing some kind of copy service, free of charge, as a necessary means of getting new business.

"Thus we would pretty soon get around to the same old situation over again, only it would probably be more complicated, and consequently more expensive than it is now. *The worst evils of the present system arise from the fact that some publishers openly offer a higher commission than their competitors.* Other publishers offer an extra commission to certain agencies for favors received—only in these cases it is not done openly, but takes the form of a secret graft. And on top of this some agents are continually clamoring for even higher commissions which, if granted, must result in higher advertising rates.

"Obviously the correction of this condition lies in the *control* of commissions, as MARKETING has contended for some time. If agents are not influenced in their recommendations of media by the amount of commission received, why their anxiety to keep their commission arrangements so strictly secret? Why should not every advertising estimate show the amount of commission allowed by each publication—and secret commissions or rebates be prohibited by law? What is the objection to having advertisers know exactly how much the agency is getting out of it—if it is not getting too much?

"The fact is that agents are suspicious of each other, and advertisers are suspicious of both agents and publishers—largely because their business has not been conducted in an open and above-board manner. This is not to impute dishonesty to the agents, who generally observe a higher standard of ethics than is credited to most other lines of business. The fact is that *they do not enjoy the confidence they actually merit*—because they have not recognized the desirability of placing their business above suspicion by submitting to regulations which would prevent unfair or dishonest practices on the part of the few who might be so disposed.

"The argument that the advertiser who wishes to deal direct with publishers should not be "charged the agency commission" is no more valid than that of the consumer who wishes to buy from the wholesaler and "save the retail profit" or of the buyer who wishes to buy from the factory in order to get the "wholesale discount." Many of the advertisers who contend for this themselves have established trade discounts or salesmen's commissions which they steadfastly refuse to allow to purchasers outside these established channels of distribution simply because of a wish to "buy direct." The reasoning which supports this policy in other lines of business applies with equal force in the advertising business—and offers the strongest objection to any proposal to abolish agency commission.

"What is needed, in MARKETING's opinion, is regulation—not revolution. Standard, strictly regulated, commissions must come—in the interests of advertiser, agent and publisher alike. *Extracts from article in April 1st, 1921, issue.*

The Wholesaler of Advertising

The agitation for the abolition of agency commissions, which is noticed at length elsewhere in this issue, seems to have sprung from a false conception of the agent's function. The agencies, in spite of repeated warnings from MARKETING and other sources, have fostered such a misconception by persisting in methods, or failing to publicly condemn abuses, which

ABC
TRADE MARK
REGISTERED
The "Sterling Mark" of Circulation

British Advertisers Want Audits

IT is becoming recognized in Great Britain that the confidence in advertising which exists in Canada and the United States is largely based on the ability to get verified circulation figures.

A movement is now firmly established among British advertisers, advertising agents and publishers to secure audited circulations according to standards similar to those of the A. B. C.

This movement is at present passing through much the same tentative stages as were experienced on this continent prior to the incorporation of the Audit Bureau of Circulations.

Advertisers on this continent who now look upon A. B. C. reports as a matter of course would be astonished if they knew of the chaotic condition with regard to circulations which has been the rule in Great Britain up to the present.

"Scientific Space Selection," a book published by the A. B. C. indicates the extent to which advertisers on this continent can determine just how and where their appropriations may be spent to best advantage.

Audit Bureau of Circulations

A Co-operative Organization for the Standardization and Verification of Circulation Statements

202 South State Street · Chicago

152 West 42nd Street · New York

Dairy Farmers are Wealthy!

FOR eight successive years dairy farmers in Canada have enjoyed uniformly high prices. The field is therefore one of established prosperity—prosperity which has placed the dairyman (according to Government Survey) as the highest cash earners per hundred acres of any rural class in Eastern Canada.

Farm and Dairy, established 1880 by a Joint Stock Company of dairy farmers and dairy cattle breeders, is the only publication in Canada specializing on the dairy field. It is the Educational medium of The Nova Scotia Dairymen's Association, The Montreal Milk Shippers Association (English Section), The Eastern Ontario and Western Ontario Dairymen's Associations, and the United Dairymen Co-operative Limited of Ontario. Its circulation is exclusively to men in some branch of the Canadian dairy industry and is mostly concentrated in Ontario — the chief dairy Province of the Dominion.

FARM & DAIRY

The National Dairy Magazine

Member A.B.C.
Reports on request.

PETERBORO, ONTARIO

have aroused the antipathy of advertisers. It is, at last, abundantly apparent that there does exist a body of opinion antagonistic to present agency relations, and there is now hope that the agents will purge their system of the defects which have given rise to so much dissatisfaction.

These defects have become so serious as to obscure, in the minds of some advertisers, the obviously practical and economical nature of the advertising agency system.

The advertising agent occupies a position and performs functions in the field of advertising that are almost identical with other lines of business. He is the distributor or handler of advertising. Space is a commodity sold by publishers through their wholesalers—the advertising agents—who handle for them a number of purchases of space from various buyers. They furnish samples, receive orders, look after the checking and billing and collections, and generally do a "clearing-house" business for the publishers.

On the other hand, they enable the buyer to deal with many sources of supply through one channel and on one bill. The wholesaler renders a service to both buyers and sellers, and gets his remuneration from the seller. It is part of the selling expense in most lines of business, as it is in the advertising business.

The mistaken notion that the advertising agent is the servant of the advertiser rather than of the publisher arises from two main causes. In the first place it is difficult for the manufacturer to see himself as a consumer. He is so used to the role of the seller that he does not readily get the reverse point of view. The difficulty is increased by the fact that advertising space is not anything like as tangible as a package of tea. It is not delivered to the advertiser in so many bales or barrels. Indeed, it is not delivered to him at all. And it is here that the second cause of error arises.

The advertiser purchases a certain amount of space. Space is space: it has to be filled. And it is because the advertising agent is chiefly concerned with filling it, because he lays out plans, gives advice, and actually does most of the work of preparing whatever is to go into the space, that he has come to be regarded as the servant of the advertiser. He appears to be producing something for the advertiser. As a matter of fact, of course, the thing produced is the concern of the publisher. The purchase price of the space includes the cost of preparing whatever is to fill it; and the publisher is ready to offer copy service through his agents to those who desire it.

The suggestion that publishers should discontinue paying commissions for these various services, and allow the advertiser to dicker with the agents as to the value of their work in each individual case, is a proposition which, if reversed and applied to the business of the manufacturers who advocate it, would meet with immediate opposition.

Imagine a prospect for life insurance who, having taken up hours of an agent's time in consultation, during which time he had received a great deal of advice and the benefit of much experience, should then go to the company and suggest that his insurance should be sold to him at net rates, allowing him the privilege of recompensing the agent according to his own ideas of what the selling service was worth.

Isn't that the proposition now put forward by the A. C. A.?

Imagine a consumer of groceries driving up one fine morning to the front door of a jam factory, and suggesting that he would like to buy three months' supply of jam. The manufacturer would reply that his jam was sold through the regular channels—wholesalers and retailers—and that his selling price was fixed on that basis. "But," the consumer might suggest, "I am prepared to pay cash for the goods and cart them away in my car. You will be saved the whole distribution expense—no freight, no cartage, no commissions to middlemen. Can't you give me a cut price on that basis?"

Isn't that the proposition of the advertisers who would like to do business direct with publishers?

Manufacturers, who are used to paying commissions to their own agents, should not be less reasonable than the average consumer when they have to play that role. They must realize that the buyer inevitably pays the selling and service expense. They should be able to see that if advertising agents were divorced from their relation with publishers tomorrow morning, and made sole servants of the advertiser, the publishers would be under the necessity of immediately building up a chain of bureaus for handling orders and furnishing copy service in every city where national advertising is solicited. Such a system might conceivably be costlier than the present system. Whatever the cost, certainly the advertiser is going to pay it.—*Editorial in April* 1st, 1921 *issue.*

Issue Not Met Frankly

If many of the critics of the agencies seem to overlook the splendid work which they have done in developing better advertising, it seems, on the other hand, that the agencies' defenders too readily assume that any criticism of existing conditions involves the abolition of the agency system—and defend it accordingly.

MARKETING is accused of going out of of its way to upset the relations existing between agencies and advertisers and agencies and publishers, and of seeking to have the agencies put out of business; when, as a matter of fact, we regard these relations as already considerably upset, and desire only to see adjustments brought about which will more firmly establish the agencies on a basis affording greater satisfaction to both advertisers and publishers, and, consequently, to their own best interests.

The opinion has recently been expressed that the existing arrangement operates with the greatest economy to both advertiser and publisher, and that advertisers would do well to recognize that the situation calls for more strict regulation, rather than the abolition of the existing method of compensating the agent.

Even the most ardent of the agents' defenders frankly recognize that abuses creating wide dissatisfaction at present exist. But instead of seeking for ways to check these abuses, they content themselves with arguing that the abolution of agencies is most undesirable.—*Extracts from article in May* 1st, 1921, *issue.*

* * *

McConnell & Fergusson Ltd., advertising agents, Toronto, have recently sent out contracts covering the advertising of the Easy Washing Machine Co., Toronto.

Many U. S. Firms Consider Canada Better Market

N. T. Bowman, advertising manager of the Toronto *Telegram,* who has just returned from an extended visit to a number of eastern United States cities, informs MARKETING that many American concerns find sales conditions much better in Canada than in the U.S. at present.

One large firm which uses newspapers almost exclusively in both countries, carrying space of identical size in papers on both sides of the border, and keeping close check on results, reports that during the past year their sales declined 14 per cent. in the United States as compared with only 6 per cent. in Canada.

Another firm, manufacturing a widely-known toilet specialty, although not divulging actual figures, is not less thoroughly convinced of the superiority of conditions in Canada at the presenet time. This concern also pays scrupulous attention to results, and it is as a direct outcome of their recent experience that they have recently commenced a very extensive campaign in Canada, using large space in newspapers and magazines.

Mr. Bowman reports that both agencies and advertisers in the United States are devoting a great deal more attention to Canada than has been the case for many years.

* * *

Newspaper Coupon Worth 26c Caused Near-Riot

As the result of a situation arising from the publication of a Proctor & Gamble advertisement containing a coupon which entitled the owner to soap and flakes to the value of 26c the Baltimore newspapers have announced that they will print no more advertisements which include coupons. There was such a rush for the papers the moment they got on the street that newsboys began demanding five and seven cents apiece for them, and many regular newsstand readers were unable to get a copy.

* * *

Ottawa has been selected for this year's annual convention of the Canadian Weekly Newspapers' Association.

* * *

A new campaign to stimulate the production and use of horses on Canadian farms, put out by the Livestock Branch of the Department of Agriculture, is being placed in farm publications by the James Fisher Co. Ltd., Toronto.

* * *

A three months' campaign for Waltham Watches has recently been sent out to Canadian publications by Henry Knott Inc., advertising agents, New York.

* * *

McConnell & Fergusson Ltd., advertising agents, Toronto, have placed contracts for the advertising of Victory Brand food products, manufactured by National Canned Meats, Ltd., Toronto.

* * *

A few dailies are carrying small copy for the Simonds Canada Saw Co. Ltd., Montreal, placed by the Desbarats advertising agency.

* * *

A campaign for McClary's Enamelware has recently made its appearance, placed by McConnell & Fergusson Ltd., London.

The Best Of Company

The intimate relations existing between the OTTAWA FARM JOURNAL and its readers ---its continuous community service and development work on behalf of the important dairying and mixed farming interests which it serves in its concentrated field---have contributed to place it in the foremost position among the farm media of Canada.

In the Great Central Dairy Belt—the Eastern Ontario and Western Quebec territory, which produces upwards of 25 million dollars worth of cheese annually, THE OTTAWA FARM JOURNAL occupies the dominant position.

National advertisers have come to realize that this prosperous section cannot be covered effectively unless THE OTTAWA FARM JOURNAL with its circulation in these parts, 9,000 in excess of all other farm papers, is used.

The fact that no less than 57 new contracts from leading National Advertisers have been received in the past two months affords ample evidence of the kind of company you are keeping when your announcements appear in the

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA **ONTARIO**

Average Net Paid for Year 1921 **24,103**

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

In Kingston

According to A. B. C. Reports

THE WHIG
is far in the lead

City Paid:

DAILY WHIG . . .	3,291
Next Kingston paper .	2,548
WHIG Leads	**743**

Country Paid:

DAILY WHIG . . .	2,660
Next Kingston paper .	1,950
WHIG Leads	**710**

Total Paid:

DAILY WHIG . . .	6,417
Next Kingston paper .	4,860
WHIG Leads	**1,557**

Total Distribution:

DAILY WHIG . . .	6,918
Next Kingston paper .	5,858
WHIG Leads	**1,060**

Order Your Copy of the

1922
LYDIATT'S
Canadian Market and Advertising Data
BOOK

now

and get the full year's use of it. Bigger, better, and more useful than ever. **$5.00** a copy.

From the publishers
"Marketing"
27 E. Wellington Street, Toronto

More Reliance On The Retailer

Continued from page 314

dising, concentration, volume as a means of reducing cost of selling, turn-over, standardization, consumer acceptance.

First of all, the national advertiser realizes that the retailer is the most important factor in his distribution process; that without the co-operation of the retailer based upon an intelligent understanding by the retailer of the plans and purpose of the national advertiser, the entire distribution plan fails.

So, too, unless every phase of the campaign is carefully worked out and the retailer taken into the confidence of the advertiser, there is little chance of ultimate success. The national advertiser appreciates that the retailer recognizes the necessity and welcomes the practice of uniformity and standardization. They both want to make the most of the doctrine of concentration, for it spells the ultimate elimination of waste of energy and loss of profits.

The retailer and the national advertiser must realize that instead of a demand being created by national advertising, in most instances they can expect from national advertising a general consumer acceptance by the masses and authoritative demand by the classes.

The retailer must separate the chaff from the wheat. It is up to him to analyze more carefully just what is meant by "nationally advertised articles." He can't afford to accept the mere say-so of any concern unless their past performance warrants it, or the plans proposed give every indication of a successful operation from the standpoint of retailer experience.

What we need today is the general practice in our line of business reduced to definite principles for retailer and national advertiser so that both parties can gauge the real measure of their obligations to each other. The acceptance of such principles which are not being practically applied in so many lines will help materially to remove obstacles and mis-understanding between both parties.

Here are merely a few examples which will point the way to future action, perhaps, by a commission appointed for this purpose. The retailer will expect a clearer definition of what constitutes a real national advertiser; the duration of the national campaign; the commitment of the manufacturer to a definite advertising program over a period of years; the retailer's conviction that the advertising is in no sense a substitute for value, but a fairly definite proof of either standard or better than ordinary values; the realization that national advertising is not a magic worker, but merely mass selling through print or paint over a territory beyond the scope of what might be termed ordinarily local; and that, with the national advertising, goes the obligation upon the part of the manufacturer to connect his campaign with every selling process of the retailer to the end that the local retail work will be done efficiently.

The retailer obligation rests, too, upon a complete understanding of the national advertiser. He must be prepared to co-operate, first in having, as his judgment dictates, an adequate supply of merchandise precedent to any local effort upon his part. He must make every effort to take advantage of the power and force of national advertising work by the ultilization of every selling help offered, or advice given, consistent with his retail judgment.

By working together and understanding each other's purpose, definite results can be accomplished. Competitive shopping, the bane of the retailer's existence, can be eliminated, selling costs can be reduced. The public gains. The retailer will enjoy a sounder business and the manufacturer, who really is a national advertiser, can count upon a secure, safe factor of distribution. Look about you. There are good proofs of what can be done by a national advertiser and retailer working together in almost every industry. Whether it be the clothing or packing, the paint or electrical industry, you can find thousands of examples of successful tie-ups between national advertisers and retailers.

* * *

A new line of underwear is about to be marketed in Canada by the Wood Manufacturing Co., Toronto. The product is to be known as the Hatchway Combination. Copy is being prepared by R. C. Smith & Sons, Toronto, and will start shortly in British Columbia, working eastward as spring advances.

Uunsual Newspaper Campaign For Lever Bros. Ltd.

Lever Brothers Limited, Toronto, are well pleased with the result of a special drive conducted locally toward the end of March. Large newspaper copy, prepared by J. J. Gibbons Ltd., featured the four products—Lux, Sunlight Soap, Lifebuoy Soap and Rinso. The first two advertisements were of the "teaser" variety, the third contained a set of four coupons which together with an additional cent entitled the holder to two packages of each product for the price of one. The offer was restricted to one set of coupons per family, and dealers were urged strictly to observe this rule.

✣ ✣ ✣

Galt Reporter Changes Hands

H. M. Hueston, Allen Holmes and A. D. McKenzie, owners of the *Canadian Observer*, Sarnia, and *The Herald* at Prince Albert, have purchased the Galt *Reporter*. Henry J. Foster, the present manager, will be associated with Allen Holmes in the management of the paper under the new ownership.

✣ ✣ ✣

The Montreal *Gazette* gives the Montreal Publicity Association most of the credit for "putting over" daylight saving in that city for another year; while *Publicity*, organ of the M.P.A., passes on the credit to Charles N. Valiquet, an energetic member of that organization.

✣ ✣ ✣

Thomas McLean, who has been connected with the art department of Brigden's Ltd., Toronto, has been promoted to take charge of the firm's similar department in Winnipeg. At a dinner given in his honor at the Arts and Letters Club before his departure Mr. McLean was cartooned by some twenty member artists, and carries west with him an interesting collection of amusing sketches.

✣ ✣ ✣

Sydney S. Bowman Co., advertising agents, Montreal, announce that they have secured the entire advertising account of the Rock City Tobacco Company, comprising campaigns for King George's Navy Chewing Tobacco, Master Mason Plug and Cut Smoking Tobacco, and Bat Chewing Tobacco. Contracts have been sent out and the first copy will appear early in April.

✣ ✣ ✣

An entirely new campaign in Canadian consumer publications has just been placed by the Chas. C. Green advertising agency, New York, for Wiss Scissors, manufactured by J. Wiss & Sons Co., Newark, N.J.

✣ ✣ ✣

Norris Patterson Ltd., advertising agents, Toronto, have secured the account of the Sheet Metal Association, Toronto, and have recently placed some co-operative copy for metal ceilings, bearing the names of five well known concerns in that line.

✣ ✣ ✣

Full page copy for Brock hats, manufactured by the Wolthausen Hat Corporation of Brockville, Ont., will appear in a number of dailies just previous to Easter, and will be followed at short intervals by other large advertisements. McConnell & Fergusson Ltd., advertising agents, Montreal, handle the account.

Executives—
the buying-power of industry

How can you place the story of your product before them—and at a time when you are sure to get their attention?

The sure way is the direct way—through the ***business papers.***

Every executive is a reader of his business or technical paper and he finds time to go carefully through each issue. He reads the editorial pages to keep posted on the latest methods that affect his business—he turns to the advertising pages to obtain the latest information and ideas on equipment and service.

This is the most direct appeal to your man—the business paper, the one source of news he always relies on.

Use the business papers for 100% appeal.

Hugh C. MacLean Publications

Technical and Business Papers

Canada Lumberman *Western Canada Contractor*
Contract Record & Engineering Review *Commercial*
Electrical News *Western Lumberman*
Footwear In Canada *Western Canada Coal Review*
Canadian Woodworker & Furniture Manufacturer

TORONTO MONTREAL WINNIPEG VANCOUVER

CHICAGO NEW YORK LONDON, Eng.

"Bigger Results"
"More Satisfactory Results"
"Traceable Results"
"More Direct Inquiries"
"Greater Sales"

When your

Mailing List

is Right you realize all five of the above results.

If you are selling or want to sell in Western Canada, Wiggins Systems Mailing Lists, compiled in the west, will make your Direct Advertising nearer 100% efficient.

That's what you want! Let us furnish the Mailing List. Wire or write.

WIGGINS SYSTEMS LIMITED

A Complete Direct Mail Advertising Organization

500 Coca Cola Bldg.
Winnipeg
Canada

Con centrate!

Concentration is necessary to success. Eliminate waste by concentrating your entire advertising appropriation on reaching the most likely prospects.

Direct Mail Advertising

enables you to make a direct hit with every shot fired and

NOW

is the time to start your spring campaign. Consult us about those folders etc. you were planning.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6704

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

He Got the Wrong Book

Some men have so much exuberance in selling that they need a sedative rather than a stimulant. An excellent instance of this is the salesman who was sent to Montreal to reconcile a grumbling customer. Somebody handed him Emerson's "Self-Reliance," saying it would give him initiative and aggressiveness. And it did. He read the essay riding into Montreal, and stepped off the train so full of self-reliance that he not only failed to reconcile the grumbler, but started a quarrel with him on his own account that lasted twelve years. Really, what he needed in the way of light literature was something like the Book of Job or the Lamentations of Jeremiah.

A Profitable Side Line

One salesmanager encourages his men to carry at least one side line, and that is the trade journal that appeals directly to their customers. As a result, one salesman has sold 250 subscriptions to retail dealers, with a profit of $125 to himself. "I know that these 250 dealers are being kept regularly and reliably posted upon the true conditions in our line," says the salesmanager. "Consequently, they are better merchantmen both as buyers and sellers, and are thus more easily approached by our salesmen."

Made High Price a Selling Point

When a dealer asked him the price, a salesman for office appliances recently closed a $1,200 sale by saying:

"I do not hesitate to tell you frankly that the price of this device is in one way hardly a selling point. On the other hand it is my strongest selling point, because I represent the highest priced device in the world. Furthermore, this product is well worth the price we ask for it. When you install these devices you are not buying so many dollars worth of machinery—you are buying accuracy, complete, reliable, and indisputable. If it is a question of how little you wish to pay rather than the question of accuracy and service, there are other similar devices."

When Your Man is Out

A Toronto engraving salesman has worked out a scheme for making capital out of calls made on buyers who are out of the office. He had some oval stickers printed in bright green ink, showing a huge question mark, and below it the words: "Have you forgotten us?" Whenever he calls upon a customer who has not placed an order recently he attaches one of these stickers to his card, and has it placed on the man's desk so he will be sure to see it. The sticker takes up a space of about half the card, but is only tipped on, so that it can be raised up if desired, exposing the name under the card.

Getting Back of the Counter

"A favorite stunt of mine was to get behind the counter and help my customers or my prospects to sell goods," says an ex-salesman who is now a salesmanager. "I spent nearly all my spare time in that way. Saturday is a poor day to call on grocers, so I spent it more profitably by selling goods for them than by trying to sell goods to them. I always endeavored to make my stunt behind the counter an object lesson to the dealer and his clerks in how goods in my line should be sold. I taught the clerks new talking points and the best ways of demonstrating the line. Especially were my services appreciated on busy days, or when the store was short of help. When I would help a merchant out during a rush, it would take him a long time to forget it.

He Sold More Lumber

A salesman in the lumber business created a large amount of profitable business, in addition to his regular sales, by making short trips around his town and into the country for the purpose of getting a list of all automobile owners not having their own garages, or who needed new garages. He then wrote them personal letters and talked with them at every opportunity, telling them how much it would cost to build one kind of garage or another. He talked constantly of building a new garage and made a special drive on this business. As a result of the interest stirred up in this manner, his prospects decided not to delay building any longer and business began to boom. During a three months period he sold more material for building garages than he had sold over a period of several years previously.

A Stranger to the Blue Devils

A travelling crew selling encyclopedias had two men of widely different calibre. One was the genius of the crew. He could go up to the Lieutenant-Governor and sell him an encyclopedia on a bet. Hard prospects were a delight to him, and his selling ability was such that he seldom worked more than four or five hours a day. But when his breakfast sat wrong he didn't work at all. His income was so good that he had to play poker half the night to get rid of his money. About once in every ten days he had a fit of the blues.

The other man was the least brilliant member of the crew. He was of a sober turn of mind, forty, and short sighted. His style of selling was that of an exhorter and when he found a prospect who could be called "Brother" he sold him a set of books. Fully aware that he was not a genius he worked twelve hours a day in his earnest, plodding fashion. In the end he made a very respectable showing beside the genius of the crew, and he never suffered from a fit of the dumps more than once in three months.

Should Know Market's Capacity

Continued from page 312

is not such a tremendous undertaking. The word, "Research," is far more formidable than is the thing. It reminds one of Edison, Steinmetz, Einstein, or Marconi. But it does not mean anything like the things those men do.

If a business may be rescued from impending disaster by the simple expedient of sendiing a shrewd man into the field for four or five weeks, surely it is far more profitable to send the same kind of a man out in advance of the initial effort to sell. He will make it impossible to make costly mistakes, either in manufacturing or in trying to sell. He will locate the people who need the goods, and bring back information that will enable the salesman to find them and deal with them.

That which is essential is that manufacturers shall recognize the necessity of knowing the field which they expect will absorb the goods. Research is very much like getting orders in advance of manufacturing, and then making to the specifications furnished by the to-be buyers.

Almost always there is a certain element of strife between the selling and the producing departments. There are more goods produced than the salesman can handle, at certain times. The market ought to be indulged with a vacation. Buyers who do not need goods do not like to be urged to buy, and they ought not to be urged. They ought to be left alone to work out their own salvation. They never ought to be urged to buy except when they actually need goods, their need being of their own finding out or of the salesman's revelation. The superior salesman will not urge goods on to buyers who do not need them and cannot economically use them. But not all salesmen are superior.

To end where I began, it is very evident that this policy of research in the field to open the way for the salesmen, and to guide the factory in its production policy, is the coming development in marketing of most present interest and value.

✣ ✣ ✣

Large and impressive copy for Ten Test Solid Fibre Board, manufactured by Manley Chew, Penetang, Ont., made its appearance a few days ago, placed by Advertising Service Co. Ltd., Toronto. The copy is illustrated with thumb-nail sketches emphasizing the remarkable tests which have given the name to the product.

The St. Thomas Times-Journal

with a daily net circulation of over

9,400 copies

gives advertisers an intensive, direct-to-the-home service absolutely unobtainable through any other medium, since it is the only daily newspaper taken in approximately 90% of the homes of St. Thomas and district.

In St. Thomas

absolutely house-to-house, up one street and down another without a miss, and the following service at nearby places where the Times-Journal has a circulation of 25 or more copies :

Aylmer	704	Glanworth	27	Staffordville	50
Belmont	130	Iona Station	105	Southwold	76
Brownsville	38	Kingsmill	67	Shedden	173
Corinth	58	Port Stanley	260	Talbotville	40
Dutton	214	Port Burwell	98	Tillsonburg	83
Dunboyne	67	St. Thomas R's	601	Union	118
Eden	28	Ridgetown	45	Vienna	65
Highgate	27	Rodney	235	Wallacetown	92
Fingal	121	Sparta	99	West Lorne	210
		Springfield	181		

Don't be mislead

The Times-Journal is positively the only daily which covers St. Thomas and the St. Thomas district.

Be Sure

to have the Times-Journal included in your Spring and Summer campaigns.

The Times-Journal of St. Thomas, Limited

Member A.B.C.

QUEBEC FARMERS LEAD AGAIN

While his Ontario fellow workers have an average of $1050 to spend out of the 1921 field crop—the Habitant derives $1367 from the same source. Go after that surplus $50,000,000 through the medium of

Le Bulletin des Agriculteurs

French Canada's Leading Farm Weekly

Your Printing

It will not cost you any more to have it attended to by one who specializes in the planning, writing, illustrating and placing, of advertising. My connections with the better printers enable me to give this service. If you are contemplating a new Catalogue, Booklet, Folder, Sign Display Stand, etc., let me know of your needs.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

COPY WRITER WANTED

High grade Direct Advertising Copy Writer, who has had some newspaper experience. Good position open for qualified man.

Box 25, *Marketing*

Big Liners at Quebec

In Quebec They Read the Ads— Then Buy

The largest liners coming to Canada make their headquarters at Quebec. Thus it is the stepping-off place for hundreds of thousands of travellers and the shipping point for an enormous amount of freight. Ocean traffic is one of the reasons that makes Quebec worth advertising to.

Get Results via The **TELEGRAPH** **QUEBEC P.Q.**

For Quick Response

in a lucrative field

and at a low cost

The Daily Telegraph & Evening Times-Star

St. John, N.B.

The only A.B.C. papers in New Brunswick

P.E.I. People Live Well

Prince Edward Island is the richest province per capita in the Dominion, the most densely populated, the most highly cultivated, and hence the most productive. P.E.I. people live well; they buy well; and the entire market can be intensively covered with the circulation of these two A.B.C. newspapers—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

Canadian Purchasing Agents Start Official Organ

The Council of Canadian Purchasing Agents' Associations with headquarters at Montreal commenced publication of an official organ known as *The Canadian Purchasor* during March. The Council is the central organization embracing the three associations of purchasing agents in Montreal, Toronto and Hamilton. F. J. McGarigle is secretary of the Council and editor and business manager of the magazine, the first issue of which consisted of 28 pages, and contained considerable advertising.

* * *

Increase in Canadian Trade

Canadian trade is on the up-grade after a record of declines extending over several months. The total trade for the month of February showed an increase of $2,724,791 over January. And although the total of $101,298,728 registers a decrease as compared with the previous February, the difference is not so great as has been the case in the past several months.

* * *

Mrs. E. B. Gibb, formerly with the New York office of the McLean Publishing Co., has been appointed special representative of a group of ten trade and technical papers included in the newly organized Canadian Business Publishers' Association. She will have an office at 357 W. 23rd St., New York.

* * *

The R. Sykes Muller Co. Ltd., advertising agents, Montreal, will shortly be placing contracts and instructions for the Happy Thought Foundry Co. Ltd., Brantford.

* * *

A. J. Massie Ltd., advertising agents, Winnipeg, are preparing the first campaign to appear in Canada for Red Cross Pickles, manufactured by Reynolds, Moore & Bentz Ltd., Winnipeg. Newspapers, farm papers and a few weeklies will be used.

* * *

A number of advertising accounts confined to the Maritime provinces are active at the present time in the hands of the Imperial Publishing Co. Ltd., Halifax. These include the Robt. Taylor Shoe Company, the Oxford Woolen Mills, and the Barbour Co., of St. John, manufacturers of Luxor Coffee, King Cole Tea, and Gold Bond Baking Powder. Copy is now appearing in Maritime papers for these accounts.

* * *

Marquis Regan, New York marketing and advertising counsel, addressed the Montreal Publicity Association on March 22nd, his topic being— "How better marketing and merchandising methods can bring about a return to prosperity in business."

* * *

Farm & Home, Vancouver, B.C., has announced the installation of a powerful Radiophone broadcasting apparatus by means of which the isolated farm homes of British Columbia will be able to receive news bulletins and hear musical programmes within a radius of a thousand miles. The receiving instruments are inexpensive and can be operated with a few dry batteries. Very little technical knowledge is required to operate them.

Winnipeg Firms May Move to Escape Tax

There is likelihood of a number of large firms removing their headquarters from Winnipeg if the 2 per cent. business tax on total profits is enforced by the Manitoba Government. Many Winnipeg firms in various lines of business derive a considerable part of their revenue from Saskatchewan and Alberta, and if the business tax remains in force it is believed that some of these concerns will conduct their operations from offices in Regina, Saskatoon, Calgary, Edmonton and Fort William, in order to escape the tax.

✣ ✣ ✣

Instructions for the spring campaign of Mercury Mills Ltd., Hamilton, have been sent out by McConnell & Fergusson Ltd., London.

✣ ✣ ✣

New copy for K. & S. Supreme Cord Tires has recently been sent out by Consolidated Advertising Service, Toronto.

✣ ✣ ✣

A campaign for Maple Leaf Matches, manufactured by the Canadian Match Co. Ltd., Montreal, has just been sent out by A. McKim Ltd. The copy states that these matches "are the product of a new Canadian company that has the sole use in Canada of the combined resources, patents and processes of the world's three greatest match makers." It is understood that one-third of the stock is owned by Bryant & May Ltd., London, England. George C. Cummings is general sales manager of the concern with sales headquarters in the Beardmore Building, Montreal.

✣ ✣ ✣

The F. F. Dalley Co. of Canada Ltd., Hamilton, have commenced an extensive campaign offering $2,000 in prizes for the best list of new uses for 2 in 1 Shoe Polishes. The contest does not close until October. Copy is being placed direct.

✣ ✣ ✣

Vanderhoof & Co., advertising agents, Chicago, have recently issued copy instructions covering the advertising of Phenolax Wafers, manufactured by The Upjohn Co., New York. Three column space in newspapers is being used at the start.

✣ ✣ ✣

The Master Dyers and Cleaners Association of Ontario is using posters to feature the service offered by its members.

✣ ✣ ✣

Thomson-Koch, Cincinnati, are making 2-year 50,000-line contracts for the Sterling Products Co.

✣ ✣ ✣

In defending a claim for $10,000 damages for defamatory libel in the Montreal Superior Court recently *La Patrie* denied responsibility on the ground that the statement complained of had appeared in a paid advertisement. The advertisement, which appeared in a number of other papers at the same time, was inserted on the authority of the Minister of Agriculture and purported to warn farmers of the province against certain co-operative enterprises. The right of the Minister to insert such an announcement was not denied, but the court held that the paper could not be excused from liability on the ground that the libellous matter was contained in its advertising columns. The claimant was awarded damages of $100.

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Who's Who In Ad-Land

If you were to glance over our files and note the advertisers and agencies we serve continuously, you would agree that our list of customers comprises a very complete "who's who" of national advertising in Canada. These firms have learned to depend on errorless Rapid service for the timely appearance of their campaigns in every corner of the Dominion.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St. | **TORONTO** 185 Richmond St. W. Head Office | **London** 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping **Stereotyping** **Lead Moulding**

What Do *You* Know About *French* Quebec?

Do you still believe in fairy tales, like *The Habitant* and *Jean-Baptiste?* Or do you realize that French Quebec represents over 25 per cent. of the population of the whole Dominion, and is chokefull of actual and potential ***business?*** Without the co-operation of French Canada ***"100 per cent. publicity"*** is an idle dream.

Marketing and distribution problems in French Canada hold no secrets for us. We're here to help you. All and any information cheerfully given. We invite correspondence.

Established for over 35 years Member A.B.C.

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French

The
Galt Reporter
offers in its
South Waterloo
territory

—To national advertisers and others an opportunity for increased sales. The field comprises the city of Galt, the towns of Preston and Hespeler, and a large rural area.

—In this district the people are thrifty, prosperous and progressive. Over 90% own their own homes, and since Galt, the centre of the field, is a manufacturing city, skilled artisans and those expert in their various professions are found here. They buy, buy well, buy with an eye to quality, and lastly, they buy advertised products.

—A concise, descriptive booklet on this prosperous territory may be obtained by writing the publishers

Galt Reporter Limited

(Member A.B.C.)

GALT **ONTARIO**

Our Motto—"Accuracy & Efficiency"—is also our *practice*.

For
MULTIGRAPHING
MIMEOGRAPHING
DIRECT-BY-MAIL ADVERTISING
or *Public Stenography*

write, phone, or see

Page Steno-Service

Rm. 605, Continental Life Bldg.,
157 Bay Street,
TORONTO, Ont.
Phones—
Main 830
Exgs Park 1876W

Bound Volumes of

Marketing

for 1921

Only a few left. If you want one, better order now. The price is $5.00.

Canadian Agency Secures Entire U. S. Account

It is not often that a Canadian agency secures the advertising account of a United States concern that is not immediately interested in Canada. Dominion Advertisers Ltd., of Montreal, announce that they have obtained such an account, and are now placing contracts for G. W. Chesbrough, Rochester, N. Y., manufacturer of Cosyfoot shoes for infants. The campaign is confined entirely to U. S. newspapers, and will be conducted on the zone system. The first copy appeared in Georgia during March.

✣ ✣ ✣

Post Office To Deliver Unstamped Letters

Through changes in regulations adopted by the Post Office authorities, letters posted in Canada will now be delivered to any part of the Dominion, even though the sender has failed to affix sufficient postage stamps, and even if he has forgotten to put stamps on at all.

✣ ✣ ✣

Durant Motors to Produce New Low-Priced Car

Durant Motors of Canada are to erect an addition to their present plant at Leaside, Ont., which will make that town the location of one of the largest automobile plants in the Dominion.

Eighty by six hundred feet and three stories in height, the new building is to be completed by early fall. With the addition, the whole plant will cover an area of twenty-eight acres and will employ a force of three thousand men, as compared with the six hundred at present engaged. Fifty cars per day will be the output.

The addition is being erected to handle the production of the new "Star" Durant Model, and one and two ton Mason trucks for the Canadian market.

A four cylinder five-passenger car, the "Star" will be sold in Canada at prices equal to or lower than those of Ford cars, the company states. It will be placed on the market in Canada about the middle of May. Chassis, touring, roadster, coupe and sedan models will be available.

✣ ✣ ✣

An extensive campaign for Cutex, manufactured by the Northam Warren Corp., New York, will commence in Canadian publications about April 15th, placed by the J. Walker Thompson advertising agency, New York.

✣ ✣ ✣

R. M. Inglis has been appointed general sales manager of the Ruberoid Co., Montreal. Mr. Inglis comes to Montreal from the New York office of the firm.

✣ ✣ ✣

"Advertisers do not use newspapers that are not read, and people do not read papers got out by an inefficient editorial department", said E. J. Archibald, executive editor of the Montreal Star, who recently addressed the Montreal Rotary Club on "Your Newspaper and You." His conclusion was that the common idea that a newspaper depended on advertising was an inversion of the fact. Circulation must be obtained before advertising, and is the work of the editorial department alone. He told of some ingenious methods of advertisers to turn the advertising columns of the big dailies to improper use.

Canadian Trade Looms Large on Per Capita Basis

According to a bulletin recently issued by the Canadian Daily Newspapers Association the total trade of Canada, export and import, "is three times as large per capita as that of the United States, actual figures for the year 1921 being $190.00 per capita for Canada against $63.00 per capita for the United States. Canada's exports for 1921 work out at $96.00 per capita as compared with $40.00 per capita for the United States. Canada's imports for 1921 stood at $94.00 per capita as compared with $40.00 per capita for the United States. When it is also remembered that the emergency tariff bill of the United States cut off almost a quarter of a billion of Canada's export trade, the strength of Canada's position becomes even more remarkable."

The bulletin also remarks that there is no justice in comparing normal years in Canada with the abnormal war years. It must be remembered that in 1913 Canada's total trade was $1,026,000,000, in 1914 it was $1,050,000,000, while in 1921 it was $1,615,000,000, in spite of tremendous market disturbances over the entire world. Canada's export trade for 1921, in several essentials, exceeded that of 1920 ,which was regarded as a record year. The wheat exports were 146,000,000 bushels against 123,000,000 bushels in 1920. The export of wheat flour was 7,278,000 barrels in 1921 against 4,730,000 barrels in 1920.

✣ ✣ ✣

Norris Patterson Ltd., advertising agents, have recently placed a small-space campaign for Robert's Syrup of Cod Liver Oil, manufactured by Northrop & Lyman Co. Ltd., Toronto.

✣ ✣ ✣

The Winnipeg *Free Press* recently carried a full page copy announcing the incorporation of Canadian Apartments Limited, capitalized at $1,000,000, organized to build an apartment house that will occupy a whole block on Broadway, the gross annual rentals of which are expected to total $160,000.

✣ ✣ ✣

The Canada Cement Co. Ltd., Montreal, has just issued the first number of a handsome house organ, known as *Municipal Improvement*, which will be published quarterly and distributed to a very large list of municipal officers and engineers. The first number consisted of 24 pages, bound in an attractive colored cover. It is produced under the direction of H. F. Van Scoyoc.

✣ ✣ ✣

An entirely new advertising account using Ontario papers has recently developed through the James Fisher Company, Ltd., Toronto. Both illustrations and copy are unusual, featuring Gainsborough Millinery, on sale "only at the most exclusive studios and best shops." The firm name of J. C. Greene Co. Ltd., 70 W. Wellington St., Toronto, does not appear in the copy.

✣ ✣ ✣

The C. H. Catelli Co. Ltd., Montreal, has resumed advertising, using larger space than ever. The account is handled by National Publicity Ltd., Montreal.

✣ ✣ ✣

The advertising account of the Boeckh Co. Ltd., is now in the hands of the James Fisher Co. Ltd., Toronto. Copy is to appear immediately.

"La Patrie" Not For Sale

L. J. and Eugene Tarte have issued a vigorous denial of the report contained in a Montreal dispatch to the Toronto *Telegram* that *La Patrie* had been bought by Premier Taschereau and the Hon. J. L. Perron. The dispatch stated that "some members of the editorial staff are now looking for 'jobs". Messrs. Tarte state that *La Patrie* is owned and controlled by them and is not for sale. They assert that "far from curtailing our staff, we have lately increased it considerably, and we have only this week closed important contracts for machinery."

* * *

O'Grady with Gibbons

Fred G. O'Grady, who has had much successful business experience, including five years as general manager of Atlantic Sugar Refineries, has been appointed manager of the Montreal office of J. J. Gibbons Ltd., advertising agents.

Mr. E. S. Sutcliffe will continue with the Montreal office as service manager.

* * *

Motorcycles in Canada

Figures compiled from motor vehicle license statistics show that the official number of motorcycles registered in Canada at the end of the year totalled 9,902.

* * *

Large copy featuring concrete for road building will be sent out for the Canada Cement Co. Ltd., by the Advertising Service Co., Ltd., early in April.

* * *

Fred Robson, who spent some time with the Carlton Studios in London, England, has opened a Canadian branch of this concern under the name of Carlton Publicity Service at 81 Colborne St. Toronto. The firm will not conduct a regular advertising agency business, but will place contracts through R. C. Smith & Sons Ltd.

* * *

New and distinctive copy for Krepe Knit silk fabric, manufactured by Banner Silk Knitting Mills Inc., 443 Fourth Ave., New York City, has recently made its appearance in Canadian publications. The account is handled by Fonda-Haupt Co. Inc., advertising agents, New York City.

* * *

Eight days in jail, and deported to the United States, was the sentence on J. H. Graham, of Cambridge Mass., who pleaded guilty in Montreal recently to not turning in to his employers an advertising payment of $50 made by Anglin, Norcross, Ltd., He was agent for a magazine controlled by the Brotherhood of Railway Sectionmen and Railway Employes' Alliance.

Job Printing

Our job printing department is growing so fast that it will probably be the big revenue producer in our business within a year.

Yet we have had no salesmen seeking orders for job printing; no service department to design or originate new varieties of direct-by-mail printing.

The explanation of our success is that the quality of our work is high and the cost uniformly low—

so that the customer who wants commercial printing of any kind (where design or art work is not needed) finds it worth while to give us all his work.

We are willing to give your work a trial.

The Commercial Press, Limited
51 Wellington W., TORONTO

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

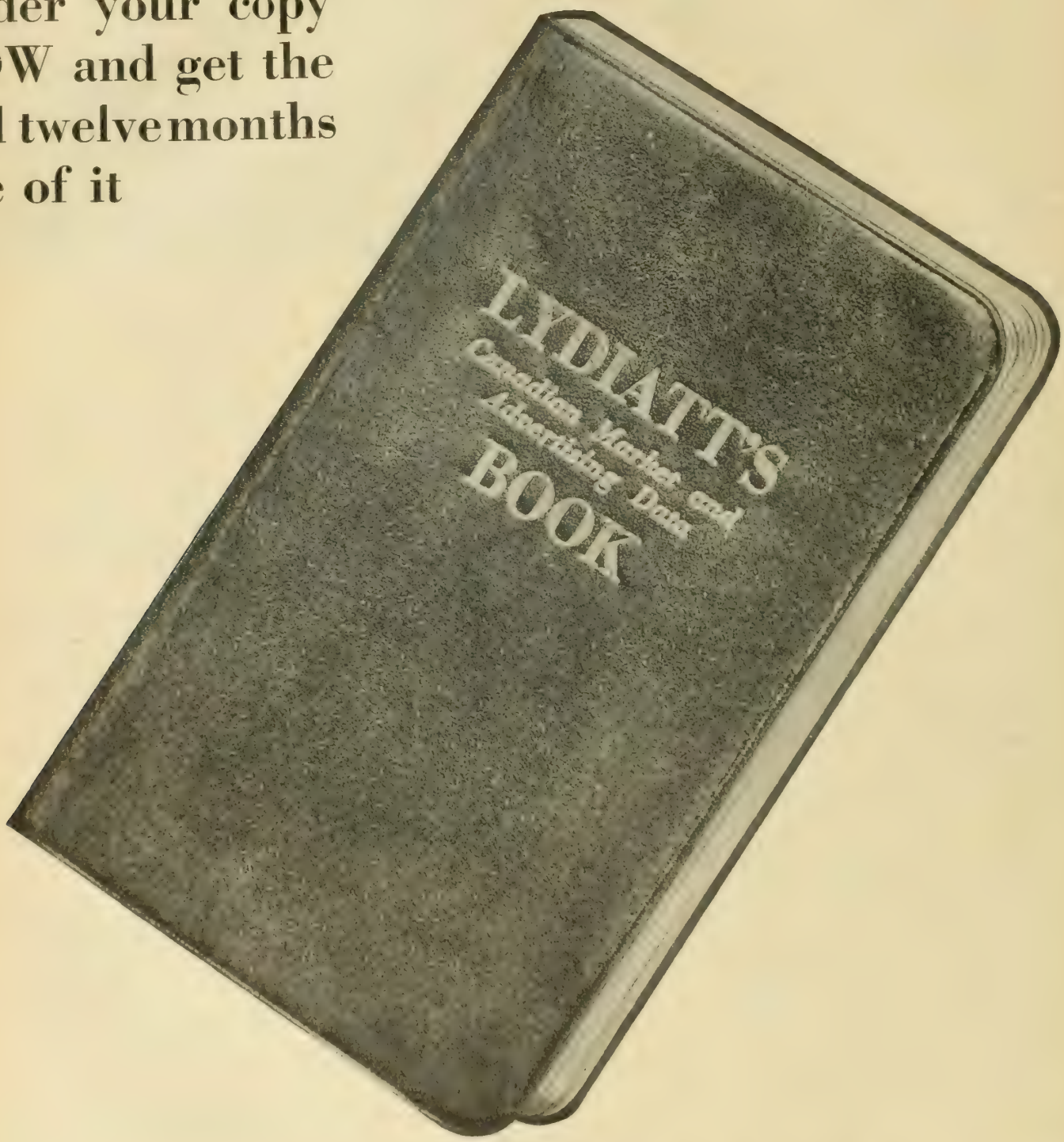
THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

NOW READY!

Order your copy NOW and get the full twelve months use of it

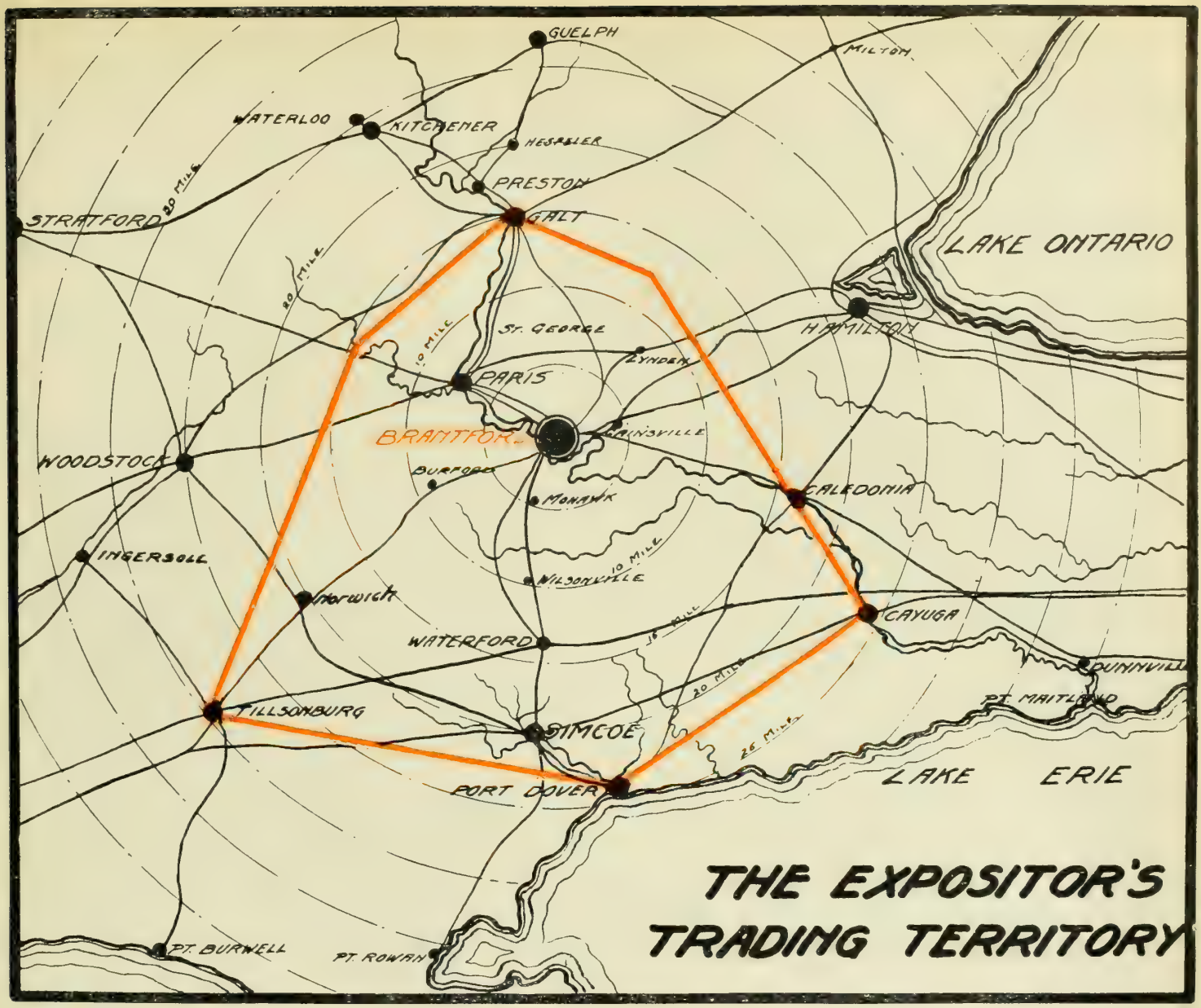


New 1922 Edition

Corrected to date, with NEW CENSUS FIGURES, new Market Data, corrected Advertising Rates and Circulation Figures—420 pages of the facts and figures needed by all who sell or advertise in Canada. Only independent data and rate book.

Post paid to any address, $5.00 a copy

MARKETING PUBLISHERS LTD. 27 E. Wellington St., TORONTO



HERE is one of the most thickly populated districts in Ontario--- a community of 150,000 people ---pulsing with activity.

And they can be reached through the circulation of the BRANTFORD "EXPOSITOR," --- 11,500 daily circulation at a rate of 3c. a line.

You cannot afford to leave it off your national list.

On-the-Spot Evidence

THE medium selected by advertisers who are on the spot is the medium that national advertisers prefer. Aside from publishing four times the number of classified advertisements carried by its contemporaries, The Halifax Herald and The Evening Mail are the only Halifax papers selected by such important local advertisers as:

BELL'S HARDWARE
SCOTIA PURE MILK
BEN'S BREAD
ACKER'S THEATRE
SANBORN'S FURS
WINTER'S LADIES' WEAR
ORPHEUS THEATRE
ROYAL PRINT AND LITHO
THE TARRY INN
CARLTON HOTEL
THE ROSERY
DOMINION MOLASSES
MARITIME DENTAL PARLORS
BRANDER MORRIS CO.
STERN'S DEPARTMENT STORE
NEVILLE CANNERIES
DARTMOUTH COAL AND SUPPLY
SANFORD'S MARKET
KENNEDY'S WOMEN'S WEAR

They use The Halifax Herald and The Evening Mail exclusively because they know they cover the field completely and at the lowest cost.

The Halifax Herald
The Evening Mail
The Sunday Leader

Volume XVI.
Number 8

TORONTO APRIL 15th, 1922

10 Cents a Copy
$1.50 a Year

Marketing and Business Management

Edited by W. A. Lydiatt

Increasing Demand for a product already in wide use

WIDESPREAD is the sale of the Enameledware lines made by the Thos. Davidson Mfg. Company, Montreal.

It would be difficult to find many homes in which there is not in daily use, *some* article of this Company's manufacture. But "Saturation Point" has by no means been reached. There are many homes that could, to advantage, use *more* of this Ware than they are using; many women who do not fully realize its superiority over other types of kitchen utensil. Advertising has been given the job of telling the facts about Davidson Enameledware—so that its great popularity may be made even greater.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — Drummond Building, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

The "Sterling Mark" of Circulation

CONFLICTING IDEAS RECONCILED

AT the time of the organization of the A. B. C., there were many and varied demands for circulation verification. Some wanted one form of circulation report, some another. The information required by one advertiser or organization would not meet the requirements of the others.

It was to overcome these difficulties that the Audit Bureau of Circulations was organized, representing co-operation to a common end by advertisers, agencies and publishers.

Manifestly it was necessary to reconcile many conflicting ideas as to the kind of report and verification that would prove most generally acceptable, and it was several years before the audits could be said to be generally acceptable.

The purpose of the Bureau is not to penalize publications which for one reason or another fail to meet its requirements—but to *bring them up* to these requirements—meantime raising the standards toward the ideal which space buyers set up for it.

Canadian publisher-members have always been among those most willing to meet the increasingly exacting requirements of the Bureau, and measure up to the highest standards obtaining anywhere. They merit the confidence and respect of advertisers in a marked degree.

The standards already established by the Bureau for publications in the various classes are clearly explained in "Scientific Space Selection," a book published by the A. B. C. last year. Have you read it?

Audit Bureau of Circulations

202 South State Street
Chicago

152 West 42nd Street
New York

A Co-operative Organization for the Standardization and Verification of Circulation Statements

Advertisers Appreciate This Outstanding Leadership

During 1921 MacLean's Magazine carried 415,575 lines of paid advertising

Second Magazine carried 281,571 lines

Third Magazine carried 219,040 lines

Fourth Magazine carried 202,785 lines

MACLEAN'S leadership applies to widely different classifications of advertising from motor cars to chewing gum, from book-keeping machines to shaving soap, and from washing machines and electric sweepers to perfumes and beauty creams.

In the February 15th, 1922, issue of "Marketing," the editor, W. A. Lydiatt, has published figures, compiled by his own staff, of the advertising appearing in Canadian magazines during 1921.

Even in what is sometimes called the "strictly women's field," MACLEAN'S carried more advertising of Household Supplies and Equipment than the next highest medium—exclusively a "women's magazine." And under the heading of Toilet Specialties, MACLEAN'S carried 30 per cent. more advertising than appeared in any women's magazine in Canada.

The most notable feature of the figures is the outstanding leadership of MACLEAN'S MAGAZINE in practically every class of advertising. For instance, under the classification of Automobiles, Accessories and Supplies, MACLEAN'S carried more advertising than the next five magazines put together.

Classification 1921	MacLean's Magazine	Canadian Home Journal	Everywoman's World	Western Home Monthly	Canadian Magazine	World Wide
Autos, Accessories and Supplies.....	46,187	8,730	6,515	10,532	5,807	4,097
Financial, Insurance, Government, etc...	7,393	1,121	2,269	11,913	13,626	30,534
Foods, Confectionery and Beverages....	32,106	37,565	30,452	33,586	22,912	8,036
Household Supplies and Equipment.....	83,382	71,671	47,129	29,239	17,948	1,508
Music and Musical Instruments	8,228	5,045	2,039	17,030	2,217	....
Toilet Specialties	62,105	47,879	35,283	16,610	8,316	1,050
Wearing Apparel	34,484	36,120	19,837	12,202	11,561	6,897
Proprietary Remedies	10,459	10,060	16,367	11,086	13,277	174
Not otherwise classified	131,231	63,380	59,150	60,587	49,882	28,443
Total Agate Lines Paid Advertising....	415,575	281,571	219,041	202,785	145,546	80,739

Whether their product is intended for this country's hard-headed business men, its ambitious young people, or its home-making mothers, advertisers who make a thorough investigation of Canadian conditions and Canadian mediums invariably decide upon MACLEAN'S MAGAZINE

as the first publication to use and the broad base upon which to build a successful campaign.

95,000 Circulation—Rate Based on 70,000 A.B.C.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

The Most Talked o Publication In Canada

The MacLean Publishing Company, Limited, 143 University Ave., Toronto, Ont.

THE ONLY WEEKLY DRUG PAPER IN CANADA

Druggists' Weekly

Members Audit Bureau of Circulations. Published Every Wednesday

Vol. III. No. 15 THE MACLEAN PUBLISHING COMPANY, LIMITED PUBLICATION OFFICE : TORONTO, CANADA April 12, 1922

WHEN Your Advertising Agency Recommends the Use of DRUGGISTS' WEEKLY To Reach the drug trade across Canada you can accept the recommendation with the assurance that:—

¶ Druggists' Weekly is the only drug publication in Canada that has Proven its circulation with an audit by the Audit Bureau of Circulations.

¶ Druggists' Weekly is the only independent drug publication in Canada giving the Canadian drug trade a weekly news and market service

¶ Druggists' Weekly is the right publication to use in order to reach the real live Canadian druggists in a $52,000,000 territory.

¶ Druggists' Weekly is read because it contains each week a large volume of real, live up-to-the minute news, markets and business building information for real live druggists.

¶ Sample copy, schedule and rates forwarded promptly upon request to DRUGGISTS' WEEKLY, 153 University Ave., Toronto, Canada.

EVERYWOMAN'S WORLD
Canada's Greatest Magazine
Katherine M. Caldwell
Editor

PUBLISHED THE FIRST OF EACH MONTH BY
CONTINENTAL PUBLISHING CO LIMITED TORONTO, CANADA.

Lionel Davis
President

J. A. MacLaren
Advertising Manager

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Circulation Manager

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Manager.

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C. P. R. Telegraph Bldg.
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Manager.

LARGEST COLOR INVESTMENT In Canada's Magazine History

THE April issue of *Everywoman's World*, which reaches approximately 106,000 homes in Canada, carried more four-color advertising than any issue since the magazine was established—an increase of 57% over any previous Spring number. This color advertising represents by far the largest investment of its kind ever made in any issue of a Canadian publication, which indicates the faith leading national advertisers have in *Everywoman's World*.

A glance through this number should convince the most sceptical of the power of *Everywoman's World* to stimulate the sale of nationally distributed products.

In contents and in general appearance, the magazine stands out. The character of its editorial features—four short stories and one serial, splendidly illustrated and written by prominent writers; an interesting article by Dr. Byron Stauffer; several lively pages on fashions, recipes, needlework, along with other features—all combine to make this issue a noteworthy achievement. As one advertiser stated: "It is the high-water mark in Canadian publications."

IF you are seriously desirous of selling to women, your copy must be backed up by reading matter that claims their interest, or the effect will be lost. Unless the magazine you look to for results possesses that elusive something that pleases women, your efforts are futile. *Everywoman's World* has the "feminine appeal"—an appeal that has found response in more than 100,000 homes. It has for years held the interest of twice as many readers as any other Canadian magazine devoted exclusively to women.

As Herbert N. Casson stated in a recent issue of "Marketing"—

"As to women being the buyers, I once made a long investigation and learned that women buy 76 per cent. of all the merchandise in the shops. Women spend three times as much as men do. Women buy for themselves, for the children, for the home, and to quite an extent, for the men of the family. Women rule in the market place.

"Appeal more to women than men. The ruler of the world's markets is the woman, with a baby in her arms."

The leading women's publication in Canada should be on your list. We are helping those keen advertisers who grant us the opportunity.

THE MORNING LEADER and DAILY POST (Evening) REGINA, Sask.

LARGEST CIRCULATION BETWEEN WINNIPEG and the Coast

Covers the richest agricultural province in the Dominion with a circulation of 33,000 daily

at a rate of 9c. per agate line

Member A.B.C.

DAILY NEWSPAPERS—SASK.

REGINA—Pop. 34,432 (30,213), District of Regina. Capital of Saskatchewan. On main line C.P.R. C.N.R. and G.T.P. Ry. 41 m. E. Moose Jaw, 350 m. W. Winnipeg. Divisional point of C.P.R., C.N.R. and G.T.P., with shops and executive offices of each line. Twelve lines of railway radiating in all directions; over forty passenger trains entering and leaving daily. Hotels: King's Kitchener. One of the largest distributing points for agricultural implements in the world. Most Canadian and American implement manufacturing concerns have a distributing warehouse in this city. Has some 36 manufacturing concerns and over 200 wholesale and commercial houses. More than one thousand commercial men travel out of Regina. The city has 30 miles of paved streets and 75 miles of graded streets; 42 miles of granolithic and 72 miles of plank sidewalks. Owns its electric light, water system, street railway and all municipal franchises. Situated in the heart of the grain growing district (Saskatchewan produces over one-half the entire wheat crop of Canada). It is estimated that the district tributary to this city contributes over one-half of the grain and a large proportion of the stock raised, and contains one-half the population in the province. Commercial, industrial, financial, educational, legal and judicial centre of the province. Fourteen banks; provincial headquarters for all loan and insurance companies; 28 churches, 16 schools, Collegiate Institute, Regina College St. Chad's College, Provincial Normal School, three business colleges; Y.M.C.A., Y.W.C.A.; two public and several private hospitals; public library with two branches. 6 theatres. Taxable property (1919) $40,982,515; building permits (1921) $2,160,030; bank clearings (1921) $203,659,-640; Customs revenue (1921) $2,186,999; postal revenue (1920) $599,195; industrial investment (1919) $11,308,278; industrial Payroll $2,722,005; industrial output $12,651,-063. Has 3,696 automobile owners, 6,000 telephones, 6,467 electric light meters.

RETAIL OUTLETS—41 garages, 22 shoe stores, 35 cloth- and gent's furnishing, 13 druggists, 10 dry goods and dept. stores, 12 electrical, 7 furniture, 67 groceries, 10 hardware, 9 jewellers.

*†**LEADER** (1883) M-L- 16 to 36 p., 8 col. 21¼ x 12½. 5-$1-$7
Audited report 12 m. end. June '20—5,535-14,674-20,917
12 m. end. June '21—5,067-15,892-21,434
Publisher's report 3 m. end. Sept.'21—4,901-14,772-20,570
(Rate includes insertion POST.)
A. E. Ford, Adv. Mgr. 1.26 Flat

*†**POST** (1911) E-C- 16 to 24 p., 8 col. 20 x 12½ 5-$1-$7
Audited report 12 m. end. June '20—5,290-6,836-13,084
12 m. end. June '21—5,019-5,075-10,841
Publisher's report 3 m. end. Sept.'21—5,477-4,048-10,081
(Sold in combination with LEADER. See above.)

What's What About The Regina Territory

MUCH of the latest available information concerning Regina and its contributing territory is contained in the above brief market survey of the city printed in the 1922 edition of *Lydiatt's Book*, just off the press.

It shows, for instance, that the customs and postal revenue collected in Regina—an excellent index of the volume of business conducted—is greater than in any western city between Winnipeg and Vancouver.

Individual prosperity is reflected in other figures; every ninth person in Regina, for instance, owns an automobile; every sixth person a telephone.

In addition to the city of Regina itself the circulation data given shows the extent to which The Leader-Post covers the wealthy agricultural district of Southern and Central Saskatchewan.

LEADER-POST

Regina **Saskatchewan**

Largest Daily Circulation between Winnipeg and the Coast

Ask Any Recognised Agency, or

E. J. GUY
302 Royal Bank Building
Toronto, Ont.

E. L. McARTHUR
232 St. James St.
Montreal, Que.

FRANK E. PAYSON
528 Winch Building
Vancouver

THE publication of the ninth annual edition of LYDIATT'S BOOK has been greeted with hearty and unqualified expressions of appreciation and commendation on all sides. Each year's edition seems to add to an accumulating reservoir of goodwill and to a steadily widening circle of friends.

✣ ✣ ✣

Users of the book are constantly "discovering" that there is apparently no limit to the information it contains, as they find occasion to dig further for facts they need in their work. Wonder grows that so compact a book can contain so much and so many kinds of information.

✣ ✣ ✣

New uses for the information it contains and constantly increased application and adaptation of its contents to the problems of marketing and advertising in Canada, are being found by those who have learned to rely on it.

✣ ✣ ✣

There were those who marveled at the completeness of the first edition, and at the enterprise of one who would attempt so ambitious a project as an independent venture. Doubt was expressed that it would meet with the success it so well merited, in competition with various directories published under agency auspices, presuming to serve the same purpose and usually distributed free.

✣ ✣ ✣

Had LYDIATT'S BOOK been a mere directory—had it not proved of vastly greater service to advertisers than any "directory" could do—had it been less complete, less accurate, less useful it might not have survived many editions. Other similar books had been attempted, but had passed out for lack of sufficient support.

✣ ✣ ✣

LYDIATT'S BOOK has not merely "survived." It has forged ahead, grown in size, range and usefulness and been genuinely appreciated and generously supported by those whom it has sought to serve. The 1922 edition is the biggest and most successful yet published.

✣ ✣ ✣

The reception accorded each new edition proves beyond a doubt that advertisers and others are increasingly eager to secure immediate and full use of this handy compendium of facts. Each succeeding edition for nine years has the more firmly established it as the only authoritative and complete guide to the Canadian market and its advertising mediums.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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W. A, LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $1.50 a year; elsewhere $2.00. Payable in advance. Single copies 10 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

ELECTRICITY
on Canadian Farms

THE FIRST NATIONAL SURVEY of Canadian farmers conducted by The Family Herald and Weekly Star, showed that 19,734 of our readers have electric current in their houses and 20,629 expect to have it soon.

The first report on the survey showed that 12,171 readers are in the market for ELECTRIC IRONS and 18,771 for ELECTRIC LIGHTING PLANTS, while a second report to be issued soon will show that 13,600 readers now own electric irons and 3,683 own electric lighting plants.

Exclusive information of this kind, covering a wide range of products suited to Canadian farmers and farm homes, is available on request.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* **CANADA**

BRANCH OFFICES

New York	Toronto	Winnipeg	Chicago
DAN A. CARROLL	M. W. McGILLIVRAY	V. E. BLAKE	J. E. LUTZ
Representative	Representative	Representative	Representative
150 Nassau Street	182 Bay Street	457 Main Street	78E Madison Street

London, England : M. A. JAMIESON, Representative, 17 Cockspur St., S.W.1

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TEN CENTS A COPY ONE-FIFTY A YEAR

Vol. XVI. APRIL 15th, 1922 No. 8

WHY WE WILL SELL MORE TO CANADIAN FARMERS

Farmer will eventually, and before long, provide a market very much larger than his present buying. Certain to indulge more and more in the "comforts" which characterize city life. Development of field little more than begun.

By J. L. Love

WITH the close of the war several of the allied countries were left at a high degree of manufacturing efficiency. Of these, Canada was one, and her efforts ever since the armistice to find a market overseas for her surplus products have been paralleled in both Great Britain and the United States. In all three countries there has been eager search to discover an outlet for the increased production of innumerable commodities which the war demands created.

So far as Canada is concerned, it is being discovered how comparatively fortunate is her position as an agricultural country. With more than half her population engaged in husbandry of one kind and another, some foreseeing Canadian manufacturers have realized that they have a rapidly developing market right within their own gates, and one which is amply worth their most careful cultivation.

The farmer has never been entirely neglected, and least of all by those concerns making implements and equipment used in the cultivation of the soil. But it is very evident to some that his buying today is not only more extensive along the usual lines, but is becoming more varied in many directions. Because of this change, a change not only impending everywhere in the rural districts, but actually evolved in some quarters, the wise merchant and manufacturer are already cultivating the farm market.

That the farmer will eventually, and before long, provide a market very much larger than his present buying, there can be no doubt. This will be true of his requirements as a husbandman, and as a social being. Included in the latter title is the farmer's wife who is being emancipated from the position of cook and milk-maid and is rapidly learning to appreciate the advantages, and to scout the expense, of "keeping up with the Joneses." So, when it is said that the alert manufacturer is keeping one eye on the farmer, it means that he is focussing the other on his wife, whose function it is not to buy silos and reapers and water systems for the cattle, but rugs and phonographs and a hot and cold water system in the house that will lessen her own infinite labors.

Attitude as Buyer Changing

Let us take a survey of the farmer himself, in the first instance, and see what factors are changing his outlook and attitude as a buyer of merchandise. The huge proportions to which the farm implement business has grown are well-known and the use of modern equipment indicates that farming has advanced from the trade to the factory level. This fact is of great significance, showing clearly a change in the farmer's mental attitude towards his "plant." This change, in part, was caused by the war which compelled better farming and more business-like methods.

Now that the urgency of that situation has gone, the farmer finds that the more up-to-date methods still pay. Rather than slip back into the old rule o' thumb ways he is doing what he can to add to his efficiency as a business man. He is keenly interested in the science of yielding more per acre and of increasing the output per domestic animal. More production means more spending, and he is ready to lend an attentive ear to anyone who can show him how to make the farm pay a larger net income. He has learned thoroughly that inefficient farming is a costly hobby, and that with even less physical effort than was necessary under the old system, he can turn his loss into a gain.

Much has been made of the depopulation of the countryside and its adverse effects upon the farming community, but another side of this question has been sometimes overlooked. With the steady exodus from the land to the cities and towns there has been a corresponding increase of output per man on the farms. Any temporary embarrassment to which the farmer has been subjected by the removal of his laborers is eventually more than made good by the introduction of up-to-date equipment. Broadly speaking, the situation now is that any considerable response to the "back to the land" movement would not benefit the farmer to as great an extent as the political economist imagines. Mechanical substitutes for labor are filling the bill. This condition is another reason why the farm market is a desirable one from the advertiser's point of view.

With the growth of the agricultural machinery era, the tendency has been to amalgamate the smaller farms into larger ones. One man now operates more acres. He has fewer competitors and finds it easier to co-operate both in buying and selling, with the inevitable economies that the suppression of competition

makes possible. These radical changes in his status as a merchant and business man have placed the farmer in a vastly improved financial position. He is no longer obliged to buy exclusively on credit and pay the merchant an abnormally high profit. Co-operation makes it no longer imperative that he sacrifice his crops but enables him to hold them for better prices. This makes him a better credit risk to whom the bank can lend money at a lower rate. For these reasons among others the farm is being regarded as a plant calling for the most efficient equipment, and the farmer recognizes just as readily as the alert manufacturer that labor-saving machinery represents the sole difference between profit and no profit.

Becoming a Business Man

As a business man, the farmer is worth cultivating. For example, he is buying an enormous number of typewriters—over 5,000,000 dollars worth a year on this continent. He is taking annual inventories, keeping careful book accounts throughout the year. He is becoming a growing customer for small but comprehensive filing systems and office furnishings. He is using printed stationery and farm account books. He knows what he is doing and is no longer to be cajoled into buying a machine because it has a more gaudy coat of paint than its competitor.

With his development as a business man, the farmer has also revealed his long dormant social self. This is not to say that he has not hitherto been a social being, nor is it to cast any reflection on his gregarious nature in the past. The opportunity for full social expression simply was not existent. Hard labor and isolation for the farmer and his wife and family compelled them to live within their social shell. Community life was at a minimum. Neighbors saw little of each other in a social way, and less of the towns and villages. The coming of the automobile has changed all this and broken the social shell with results that the keen merchant and manufacturer are taking advantage of. New and real community life in the country districts has been created, bringing the cities and towns with their stores nearer to the farms. This has led to a widening rural market for things largely sold in cities and about which farmers may have dreamed, but were never, until recently, considered likely to acquire in any great numbers.

Thanks to the automobile, what was once an occasional and laborious trip to market is now a frequent pleasure jaunt for the whole family. The time once consumed in taking the long journey is now spent on the farm in productive labor. Getting more frequently to town means that the farmer is a larger buyer of merchandise. He buys more of life's little luxuries and indulges more in the small refinements that mean so much to the joys of living. He also gets around amongst his neighbors, sees their modern machinery and equipment, and realizes that it is up to him to secure the same advantages. He is rapidly acquiring the shopping habit on the city scale. How true this statement is, is seen in the fact that the mail order houses are exceedingly anxious to discover some means whereby their catalogs may regain the pulling power of which the farmer's city-visiting automobile has partly robbed them.

Together with the automobile, the rural telephone has helped destroy the isolation of the farm, bringing the farmer into touch at a moment's notice with his far-distant neighbor and the village store. The increase in business to which this development of the rural telephone system has led is testified to by every country storekeeper sufficiently enterprising to have a phone of his own.

No Longer Isolated

No less a factor in the broadening of the farmer's mental horizon is the daily newspaper from the nearest city bringing to his door each morning or evening the doings of the world which at one time he learned in truncated form in the local weekly or through rumor. The daily newspaper has in some ways more than any other agency, enabled the farmer to realize that he is of the world as well as in it. All the big dailies appreciate this fact and cater to their rural constituencies with ably-edited agricultural sections that occupy from one to two and on occasions four and even six pages. Incidentally, this service on the part of the leading dailies to their farmer readers is rendering a service to the country generally by giving urban dwellers authentic and interesting data of what is doing in the rural districts, thereby helping to nullify that unfortunate sense of class consciousness that has threatened more than once to rise as a barrier between town and country.

Equally significant is the change that is overtaking the buying habits of the farmer's wife. She has learned to know the road to the town or city almost as well as the path to her hen-roost, and she takes it almost as frequently. She is no longer isolated from her neighbors. It is customary for a farmer and his wife, living ten to thirty miles distant, to run over in their automobile and spend the evening just like regular city folks. The phonograph is called into service. The visitor registers a vow to purchase a phonograph for himself. His wife notes the new rug or curtains of her hostess. She is shown the new bathtub in all its glory, or the washing machine. She registers her own mental vows, and they are not concerned with the added comfort of the stock or the better equipment of the barn so much as with the comfort of her own abode, and the lessening of labor and the increasing of furnishings therein.

Wife's Outlook Widening

The farmer's wife is rapidly becoming a field for intensive cultivation by the manufacturer who has hitherto been accustomed to look to the more crowded sections of the country for his market. As the farmer has become a better farmer, so his wife has become a better housewife whose home is now more than a place to cook and wash and sleep in. Her outlook, too, has widened considerably. She is buying books, dictionaries and the smaller encyclopedias for her children. She has a word to say about pumps for the wash-house, separators, refrigerators, bath tubs, running water systems, hardwood floors, washing machines, vacuum cleaners and carpet sweepers, oil stoves, garbage burners, player pianos, phonographs and furniture. In many instances she is influenced by health considerations to realize that living in the country does not necessarily mean attaining to a hale and hearty old age. She is consequently buying fly-traps, filters, septic tanks and sewage systems. Metal and composition roofs that lessen fire risks also interest her. She is remodelling the old farm house, knocking out partitions, adding porches.

Her garden is likewise securing her attention as a means of smartening up the appearance of the farm house. She is becoming a regular patron of the dealer in flower seeds, lawn mowers, lawn rollers and garden hose. Her personal appearance, too, is not forgotten. She is dress-

ing better than formerly. She has her sewing machine, but tailored costumes are beginning to exercise their thraldom.

It is probably in the electrical industry that both the farmer and his wife stand most conspicuously in the position of prospects for future business. Electrically operated farms and farm houses are things of the not very distant future. The steady development of cheap hydro-electric power is gradually bringing the all-powerful "juice" into every barn and cowshed and dairy and farm kitchen. It does not seem too idealistic to imagine that ere long fields will be electrically plowed, sown and reaped; that grain will be electrically threshed and milled; that cows will be electrically milked, cream electrically separated and butter electrically churned. Some of these things are being accompished today; others—such as the electric plow—may come only by way of long and painstaking experiment; but none of them is more revolutionary than some modern farming operations by machinery compared with the laborious hand methods of fifty and less years ago. There are almost immediate developments, however, that await only the coming of the hydro-electric service to the farm. These will be found in the farm house itself in the very general use of electric irons, heaters, cook stoves, washing machines and light fixtures.

All in all, the farmer and his wife and children are becoming a most valuable factor in modern merchandising. They offer a market, present and prospective, that is not across the seas, but at our very doors. Hitherto it has been the custom for the farmer to "go to market." In a very real sense it is becoming worthwhile for the market to go to the farmer. In other words, it will pay the manufacturer in many lines to cultivate this potentially rich field. Immediate returns may not prove startling, but advertising that judiciously nurses the farmer along to the ultimate buying point will not be wasted. A new market for many products is already there, but the development of the entire field is little more than begun. When it has got well under way, the men who will derive most profit from it will be those pioneer advertisers whose advertising has been an educative force in strengthening the spending will of the farmer and his wife.

◆ ◆ ◆

HOW WE MADE OUR LETTERS BETTER

Critical review of correspondence disclosed the need. What was done to effect improvement. Cooperation of correspondents secured and studied betterments adopted with marked results. Third article on Reorganizing Your Correspondence

Written for MARKETING by LOUIS BALSAM.

THE other day, I came across a very interesting "pome", pertinent to our subject, and thought you might like to read it:

"The Man Who Writes His Letters Cut-and-Dried

"There are seven hundred species of fossilic business men,
But there's really only one I can't abide;
He's a remnant from a cycle of an age the Lord knows when—
This man who writes his letters *cut-and-dried!*

"He's a stenographic corps, his equipment's up-to-date,
And his stationery's bond and very sleek;
Yet he "*begs to state in answer*" and refers "*to even date*"—
Uses ancient business lingo worse than Greek!

"Oh! I know that he's efficient, that his work is always planned—
Yet his customers get letters in reply,
Which announce: "*Your valued order of the seventh inst. at hand*"
And "*referring to the same, we state hereby . . . .!*"

"Oh! won't some kindly Angel warn this fellow of his doom,
Some Angel pause a moment by his side,
And tell him that the Business Ward of Heaven has no room
For men who write their letters cut-and-dried!"

All over this broad land of ours, business men everywhere are fast waking up to the fact that the average routine letter that leaves their offices day after day is not, to put it mildly, all that a letter might be. A small, but growing percentage of these executives is beginning to do something about it. As a result, in many instances, the actual increase in business because of better letters, and the actual increase in good will has been so amazing as to make these men wonder why they did not start organizing their correspondence years sooner.

Since the fundamental methods followed by most successful correspondence departments are a great deal alike, let us discuss one particular concern that has made a truly wonderful record, both in the increase in business and actual reduction of letter costs, by organizing its correspondence.

I believe you will find the experience of this concern directly applicable to your own, with certain changes in detail. This concern is one of the greatest manufacturing institutions in the world. It employs several hundred dictators in the home office, and nearly again as many in branches, distributed throughout the North American Continent.

For many years the chief executives of this concern had vaguely felt that there was something the matter with their letters. They did not know exactly what it was, nor how to go about it until so many complaints had come in as to the mishandling of correspondence, that a thorough investigation was ordered. They found, for example, the amazing fact that eighty-five percent. of the letters written by their correspondents were stereotyped, stagnant and largely negative in tone. Nearly every letter began in some stale, trite way, that meant nothing to the man who wrote it, and considerably less to the man who received it.

In one case, they found that in one single month a valuable dealer was asked one hundred times, if this company could not "Solicit his further commands." It was time immediate and drastic action be taken. It was.

A correspondence supervisor was appointed, with full authority to investigate the methods of:

1. All dictation departments.
2. All stenographic departments.

3. Mailing room.
4. Filing department.

His first step was to issue a general order that carbon copies of every letter in the institution be sent to him regularly, one day a week. The regular examination of the correspondence turned out by the various departments is such a vital factor in the organization of correspondence that I cannot stress its necessity too strongly. There is nothing that will give the correspondence executive a better opportunity to know "what's what," and just how to proceed as will the carbon copies of the letters actually sent out in the regular course of business.

Weekly Letter Conference

His next step was to call together the correspondents in the various departments for weekly letter conferences. These meetings were another vital preliminary step that helped greatly in the success of the larger plan. The object of these weekly gatherings was largely that of interchanging experiences and making certain concrete helpful suggestions. Actual letters dictated by the various correspondents were brought up and discussed. Since no names were mentioned, it became a regular practice for the correspondence supervisor to read certain poor letters and ask for general comment and criticism.

In this way, ten or fifteen letters of a widely divergent nature could be read during each meeting. As a result of this, it was not very long before the correspondents themselves, began to look forward to these gatherings eagerly, for the specific benefit they could gain, by hearing their own letters and the letters of their colleagues ripped to pieces and reconstructed.

With these two things as a background, the regular supervision of carbon copies, and the weekly meetings, certain specific factors began to emerge. When this concern found that eighty-five percent. of its letters began in a stereotyped way ,it immediately issued a booklet dealing with that specific factor, and called this booklet "The Beginning of Business Letters." The introduction of this first booklet is particularly interesting:

> "This is the first of a series of booklets we are having published for the use of our correspondents. We are going to try to make each booklet cover some apparent weakness in our letters. We hope you will read them carefully and that they will assist you in writing better letters. We believe the booklets are worth saving, and the series, when completed, will be data of value."

Began with Beginning

The chief "point" of the booklet revolved about the importance of the beginning of business letters.

> "The beginning of every business letter is vital. This is the place you put anything emphatic you have to say. You should not forget to put your strongest point there. Do not waste the most important position in your letter by filling it with stereotyped expressions that are time-worn and meaningless.
>
> "You may have noticed examples like these below, in letters going out from this concern. Perhaps you have used similar ones yourself."

This booklet laid particular stress on the ridiculousness of such beginnings as:

> "Your favor of the 13th inst. received and contents duly noted; in reply would state"

and,

> "We beg to acknowledge receipt of your favor of the 29th ult., and in reply permit us to advise....."

It then quoted such good beginnings as:

> "It was mighty fine of you to give us this opportunity of telling you just why 5% was added to your November account." And, "you can have a gross of ——— shipped direct to your store for $275.00, twenty-four hours after your order reaches us."

The effect of this booklet was really remarkable. Today, several years after the system was inaugurated, correspondents who have been with the house for years, pull out this booklet and the eleven others that the company issued, every now and then, to refreshen their memory on specific factors.

The second booklet was called "The Ending of Business Letters." It developed the theme that, "From a good sound business standpoint, the last sentence of any business letter is very important. It holds the position of emphasis and its wording should be effective and convincing. Yet our files are full of stereotyped endings that are dead and meaningless to the reader. Here are three of them:

> 1. 'Thanking you for past favors, and trusting that we will have the pleasure of supplying your further orders, we remain....'
>
> 2. 'Trusting that this will be satisfactory, and hoping to hear from you by return mail, we are....'
>
> 3. 'Soliciting your further commands, we remain....'

As an example of a strong, positive, definite closing, it suggested this:

> "The opportunity you have given us to make things right with you, to your complete satisfaction, is very much appreciated."

Other Subjects Covered

The booklet throughout was written in a friendly, kindly, but none the less firm tone, and has helped very largely in improving the endings of the letters to an almost unbelievable extent.

Other booklets such as, "Clearness in a Business Letter," Conciseness in a Business Letter," "Good Paragraphing Makes Letters Forceful," "Building Good Will Through Courtesy," "The Mechanical Make-up of a Letter," "Handling the Angry Customer," "Faulty Expressions in Dictation," "Selling the Dealer," "Form Letters that Sell," and "The Right Sales Letter" completed the series.

Five of these booklets are particularly interesting to us. The one on "Conciseness" embodies this thought, quoted from Prof. Edward H. Gardner, one of the best known letter writers in America:

> "Conciseness is the time-factor in correspondence.
>
> Busy men need to dictate letters quickly if they are to handle the stack of morning's mail. Conciseness is the virtue that gets them through a hundred letters while some men are struggling with fifty.
>
> Still more important, the reader of your letters feels pleasure on finding your message set forth without waste of words. He is thankful to you for not wrapping the kernel of your message in a triple husk of useless language. You have allowed him to see the point clearly and instantly; you have paid him the compliment of trying to economize his attention and his time. You are more likely to have a prompt and intelligent reply, if your own letter has kept close to the centre of your subject.
>
> Intelligent conciseness results from an intelligent Plan. Letters that ramble, letters in which each paragraph has an afterthought, letters that double the department's bill for stationery, are the letters that were written without plan. The ability to put each statement in its right order, to use words and phrases as sharply and skilfully as a woodsman uses his keen axe, producing the maximum of effect with the minimum of waste and effort—this ability gives evidence of plan.
>
> The man who can write concise letters, without omitting the courteous touch that persuades pleasantly to action, is developing a trained habit of mind that will be a powerful business asset to hm personally.
>
> I believe in better letters and it is a pleasure to say this word about them."

Every letter writer in this company

is guided by a set of principles embodied in these ideas.

In addition to the booklet on "Conciseness," the correspondence supervision department makes it a point to elaborate on the value of saying everything that can be said in the briefest possible way. One fundamental rule that each correspondent must follow, is this:

> "If the subject matter of your letter permits, by all means make it short.

On the other hand, this company believes, as all intelligent concerns who have studied the subject believe, that there are many letters that cannot be both complete and brief. It knows that to say all letters must be short is ridiculous. To bring out this point, it often describes at its regular meetings or in bulletin form, brief letters that have done more harm than good, because of their undue omissions.

Make-Up Important

The booklet on the "Mechanical Make-up of the Letter" is another valuable one. It was not unusual for this company to find that often one dealer alone would receive two to one hundred letters a month from the varioius departments of the concern, each letter of which would be quite different, physically. As a result the customer would often subconsciously get the feeling that this concern was rather disunified and did things rather haphazardly.

Today, every letter leaving that institution, physically at least, looks exactly like every other letter. This imparts a tone of unity and co-ordination to this institution's correspondence that leaves a most favorable impression everywhere their letters are received.

This is a subject which we shall go into in fuller detail in a later article.

One very big reason for the colorless, hackneyed, neutral tone the letters this concern embodied before supervision started in, was found in the faulty expressions used by dictators. Old, worn-out wrecks of words that intelligent people had long ago discarded, cluttered up their letters. This concern found, as many others have found, that in the effort to turn out letters as quickly as possible, a dangerous tendency crept in, to make those letters as machine-like as they could be made.

These people found that letters are sure to sound machine-like when they are loaded with the jaded jargon so peculiar to many business messages. In order to avoid this, they made a list of the most common phrases that mean little or nothing. These words, within a short time, were avoided by the correspondents as though they were a pestilence.

Inasmuch as the dull, cumbersome, meaningless expressions of the present letter-writing world, have been discussed so often, we need not go into that subject further, here. Suffice to say that their number is legion. They can be found in any good book on business English.

It stressed the idea that every possible effort should be made to have letters inviting and easy to read. It brought out the fact that the unbroken page means a tired eye, and a tired eye means an unresponsive mind.

It showed by plenty of examples how the paragraph is an excellent means of getting the customer's attention and stimulating him into action.

Courtesy Emphasized

Courtesy was a factor that next came up for consideration. This concern went on the assumption that courtesy was even more essential in letters than in conversation. It believed that courtesy is the oil that lubricates the parts of the business machine. Going on this assumption, it made it a rule to impress upon correspondents that courtesy was not only absolutely essential in business letters, but that correspondents who were found discourteous would have to change their methods or their place of business.

It made a very interesting distinction between courtesy and politeness. It indicated that politeness can be overdone. Too frequent use of such words as "Please," "Thank you kindly" are distasteful to people of intelligence. No one who does things likes servility.

Going into the subject as thoroughly as it deserved, this concern pointed out that courtesy is more than politeness. It is founded on the bedrock desire to create a feeling of mutual benefit and consideration of the customer's point of view.

It was particularly anxious to impress upon its men, never to answer a discourteous letter in the same vein. Any fool could do that, whereas it took a brainy man to ignore a vicious letter and write a better one in reply.

The results this company obtained from this series of booklets were most encouraging. For instance: on the morning of October 10, 1916, the correspondence supervision department examined 3,576 letters. Eighty-five per cent. of them began with some stereotyped, trite opening and closed with a participial, soliciting phrase that was absolutely useless in the letter. In addition to this both of these phrases were costing the company thousands of dollars annually.

After the first two booklets had been distributed and the dictators had had time to assimilate them, they again examined 2,234 letters and found only thirty-eight letters containing stereotyped beginnings and endings.

Big Annual Saving

And here is a very significant fact, These booklets proved so effective, because they were issued to the correspondents in small dose. This enabled each man to assimilate the ideas, and offered him plenty of time to reflect on the suggestions in each booklet.

Let me again refer to the booklet on "Conciseness" which was especially valuable. It quoted specific letters that were written, and showed definitely how these letters could be cut down, in some cases, seventy-five per cent. A week before the booklet was issued 2,500 letters had been carefully analyzed. A week after the booklet was issued, 2,500 more letters were examined, with the splendid effect that letters were cut down from ten to thirty words each.

The average reduction of fifteen words per letter, offered a saving on the monthly production of letters of this one company alone, of $1,826.83. On this basis, the annual saving on just one phase of correspondence supervision alone, amounted to $21,921.96.

Now let us pause right here and look the facts squarely in the face. This concern did not depend solely on the reading of carbon copies, valuable as this practice is, in the organization of correspondence. What it did was to use the reading and analysis of the actual letters *as a background* for specific suggestions and instructions, to its men.

Many concerns, in their eagerness to improve the quality of their letters go off half-cocked. They are so anxious to change things, once they realize the necessity, that they begin to generalize and become dogmatic. Instructions dealing with letters as a

Continued on page 364

BID FOR BIGGER-QUANTITY BUYERS

New brand of "canned meals" seeks to sell the housewife seven kinds at a time. "Keep a row on the shelf" is the slogan in advertising campaign for "Victory" Canned Products, seven items being featured at present. Idea being tried out in home territory. As told to "Marketing" in an interview

By W. J. Robertson
Sales Manager, National Canned Meats Limited, Toronto

INDUCING the dealer to stock up with a line of goods prior to an advertising campaign has long been one of the problems of merchandising, and many plans have been devised to overcome the difficulty. In a recent article in MARKETING it was shown that the creation of consumer demand through advertising was sufficient to get practically national distribution for a line that had a strictly defined market and did not involve the carrying of large and expensive stocks that moved slowly. Most commodites, however, are of a nature that prohibit the application of this plan. Going over the heads of the wholesaler and retailer and advertising direct to the ultimate consumer in the hope that the demand thus created will compel the trade to stock up, has distinct limitations. Many elaborate advertising campaigns based on this policy have demonstrated that there are numerous lines that must be sold to the wholesaler and the retailer as well as to the person who enters the store in search of them. In the final analysis the supersalesman is the retailer or his clerk, and if these individuals are not sold the goods are liable to remain on the shelf, if they ever reach there.

The ideal campaign for most products is that which interests and creates trade demand in advance and in anticipation of consumer demand.

Full consideration of these points would appear to have been taken in planning the present advertising campaign of National Canned Meats, Ltd., Toronto, to place their Victory canned products on the market. National Canned Meats Ltd. is an organization recently formed to handle the entire output of the Wm. Davies Co's Toronto cannery. As a separate and distinct unit, the new company has its own organized sales force and is conducting its own advertising campaign.

As a new organization setting out to invade what is far from being a virgin market, the progress made by National Canned Meats Ltd. in meeting strongly entrenched competition will be observed with interest by others than those in the same business. Although the field for canned products would appear to be very well provided for already, the prospect of anything but success on the part of the new venture does not seem to have occurred to its sales manager. W. J. Robertson, who was until recently assistant sales manager with the Wm. Davies Co.

Quality and Advertising to Wedge a Way

"We are under no delusion as to what we are up against," said Mr. Robertson. "We are out to win with quality and persistent advertising. With these two fundamentals we can secure and hold a share of the business. Our present campaign featuring certain lines will extend over four and a half months. At the end of that period we shall be in a position to switch to some other brands that will then be ready for the market. Or we may continue to feature the same lines as at present. It all depends."

This campaign referred to by Mr. Robertson has several novel features that have already gained for the company's products a very gratifying distribution with the trade. Among the most notable of these features is that National Canned Meats are not advertising their entire list of about forty items of canned goods, but have selected their seven best sellers for exclusive emphasis throughout the campaign. "We are seven", is the unprinted but unmistakable refrain of each advertisement, and these "seven varieties" have been given the generic title of "Victory Canned Products". The lines featured are pork and beans, lunch tongue, compressed corn beef, corned beef luncheon, beefsteak and onions, roast beef and cambridge sausage. The object of the advertising is to sell this group as a unit at one time to the individual customer, instead of only a can or two.

When surprise was expressed that certain varieties in the company's list had been omitted from the above group, Mr. Robertson explained that this had been done deliberately.

New line is announced to the trade in double-spread in trade papers, also with broadsides to 6,500 grocers. All orders are handled through wholesale trade, though force of forty salesmen does missionary work amongst merchants.

The Buying Influence of the "Key" Families

GLOBE advertisers expose their wares in the chosen shopping place of over 100,000 families in the Toronto-Ontario market.

These families are the "key" families in their communities. They are above the average in means. They buy all the necessities of the average family—but in greater quantities; they buy luxuries which the average family cannot afford.

If enquiry were possible, it would be found that many of these families were the people who introduced the motor car, for instance. Their demands for motor cars are such to-day that automobile advertisers find it pays to spend nearly as much money developing their trade as is spent in developing trade from the readers of all other Toronto dailies combined.

The automobile manufacturers know that a car purchased by one of these "key" families means cars purchased by other families. They know that the buying habits of the whole community are influenced by these "key" families.

The Globe,

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

"We have several other lines that sell as well as any one of the seven" explained Mr. Robertson, "but until we have concluded certain experiments with a view to improving these we do not intend to push them. Our chefs and chemists are busy now on two lines in particular and before long will have them equal to anything of a similiar nature that is imported. Until these are advanced to the highest point of quality we do not intend to boost them. There is no doubt that the present large demand for these goods would be greatly stimulated by our advertising campaign did we see our way to include them in the family group, but we are out to secure a permanent trade. and that can be done only when there is quality behind the advertising. For that reason we are holding back in certain directions and going ahead only where we are confident that quality can back up our statements. In choosing the seven leaders we picked those that are good sellers and in whose quality we have absolute confidence."

Regular Trade Channels Relied On

Having selected the product, the next logical step was to approach the trade in such a way as to gain the interest of both retailer and wholesaler. It was decided that all sales would be made through wholesalers, but a force of forty salesmen was organized to do missionary work amongst the merchants. These men were equipped with grips designed to hold the "seven varieties" and a representative selection of the other lines put up by National Canned Meats. They were carefully sold on the advertising and were provided with portfolios showing proofs of the entire series of advertisements so that they could familiarize dealers with the nature and extent of the campaign. They also carried a complete bound set of the specially designed uniform labels for the new products, and a patented display card in various sizes that could be fastened to the can on shelf or counter in such a manner that it could not be blown or knocked off without deliberate attempt.

The coming of the missionaries for the new products was heralded by advertising in trade journals and a direct mail campaign to 6,500 dealers in the territory being covered. In this the selling idea of "seven varieties" to be bought at one time instead of a can or two, was

One of the series of newspaper advertisements showing the shelf of "Victory Meals" which is the keynote of the campaign.

stressed, with the certainty of larger profit to the dealer. Other features of the advertising campaign, the fact that the goods were made in Canada and of exceptional quality, were also pointed out.

As missionaries, the salesmen of National Canned Meats were not concerned primarily with securing business. They were out in the first place to sell the idea and the policy behind their goods, but as a matter of fact they booked a gratifying amount of orders all of which were turned in to the wholesale houses in the districts concerned to be filled. This was a practical demonstration to the wholesale trade that the policy of the company to deal only through regular jobber channels was a practical reality, and at the same time the method created close personal contact with the merchant. The latter was attracted because the salesmaan was not directly canvassing for orders but was anxious to explain a scheme that meant larger profits for the store.

In all the advertising that is appearing and will continue to appear for sometime in a very wide list of newspapers' the suggestion that "Victory Canned Products" should be bought in lots of at least "seven varieties" by the consumer is emphasized. Advance copies of all these advertisements have been sent to dealers and have helped greatly to increase their goodwill towards National Canned Meats. In each advertisement addressed to the housewife, the phrase "Keep a Shelf of Victory-(here follow the names of the seven) is given prominent position. In all the displays, with the exception of those featuring picnics out of doors, a shelf is shown laden with the seven canned meals. This shelf with its slogan, "Keep a row of Victory meals on your shelf", is practically the trade mark of the series, and drives home the point that the careful housewife will lessen her culinary worries by buying her canned goods in lots of seven at a time.

The average housewife is not accustomed to laying in such a large amount of canned food in one lot, and the advertisements set out to enlighten her as to the advantages to be derived from keeping a full shelf of the "seven varieties." In one advertisement captioned, "When Father is Chef —", the man of the house is shown preparing a meal which he has taken from the shelf. for himself and his two youngsters. In another, two girll-boarders find light housekeeping extremely light with the aid of the "Victory" shelf. In a third, the mistress is shown welcoming visitors without embarrassment at meal time because the maid is in the kitchen hesitating amongst which of seven delectable meals she should select for the "unexpected guests".

"Our aim is to sell quantity," said Mr. Robertson. "Most women are satisfied when they have bought one or two cans for immediate use. What we want them to get accustomed to is to buy seven cans at least at one time, and to replenish the stock as rapidly as it becomes depleted. Our slogan, 'Keep a row of Victory meals on your shelf', has proved a winner with the trade, and we believe it will appeal to women. We consider our advertising to be something entirely new in our line, and that we have put out an original selling idea. By pounding away continuously in a very wide list of papers, we mean to put this group-buying idea over strong. The dealers are with us, for, of course, group-buying means group-selling—with profits accordingly."

"The best market for canned goods is undoubtedly in the West," said Mr. Robertson, "but in the meantime we are trying out our idea in our home territory. If we make mistakes here they will be more easily corrected, and they will prove less expensive. After all, Ontario is our logical market and we can learn many things here that will stand us in good stead when we branch out into new territory."

JOHN A. NASH, jeweller.
CLIFFORD L. GRAY, district manager, Mason & Risch.
B. D. TROUT, vice-president, Standard Drug Ltd.
N. H. KEENE, manager, Ontario Furniture Co.
C. W. BLAY, sales manager, The Hydro Shop
THOS. H. PURDOM Jr., manager, Purdom Hardware Co. Ltd.
FRANK McLACHLIN, Overland-Studebaker-Packard motor cars.
T. P. ELLIOT, Smallman & Ingram department store.
R. LEO. WATSON, men's clothing

The Evidence of Men Who Sell

THESE men *know* that selling conditions in London are good. Their knowledge is not derived from hearsay. They are engaged in the business of selling. During the past several months—while the series of advertisements containing their pronouncements have been appearing—they have passed through what has generally been regarded as a very slow selling period.

These men have said that during that period their sales have been up to or above the average. They know what they are talking about. Your own travelling salesman will confirm their verdict. Western Ontario has kept right on buying and selling throughout the so-called slump.

These men and most other merchants in London have kept right on advertising in The London Advertiser throughout the "depressed" period. The results can be read upon their books and on their faces. Many manufacturers have not kept right on advertising and the result is often traceable in *their* books and faces.

These men and other merchants in London are ready to co-operate with manufacturers who resume advertising in this territory. Mr. Eliott said in the first advertisement of this series—"Our policy is to take full advantage of national schedules by running copy in our own space to link up with the publicity of manufacturers in this territory. We believe that a resumption of such advertising would result in better business for all concerned."

Using large space for themselves in *The London Advertiser* they know that advertising pulls and pays in in this territory *right now.* Is there any reason why advertising should not secure like results for you?

The London Advertiser

LONDON ONTARIO

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

J. BIRNIE SMITH
Advertising Manager
H. L. GARNER
Service Manager

United States Representative—
CHAS. H. EDDY CO.,
New York, Boston, Chicago

Or any recognized Advertising Agency

DOUBLE SPACE, NEW STYLE COPY FOR COOPERATIVE INSURANCE CAMPAIGN

"Last year's campaign a very severe test of the efficacy of newspaper advertising" with result that approciation is doubled. All fifty-nine A.B.C. dailies used.

LIFE Underwriters Asociation of Canada are doubling their advertising appropriation for 1922 There will be no change in the media used, which will continue to be the entire list of A. B. C. daily newspapers published in Canada exclusively, but the size of the displays will be practically doubled.

Last year the advertisements used averaged 390 lines. This year there will be two sizes of advertisements, namely, 177 lines deep by four columns, and 225 lines deep by four columns. The smaller size will appear on the 1st of the month, and the larger on the 15th.

A marked change in the style of copy and illustration will be noted as another feature of the new campaign. The wording is briefer and more concentrated in argument, as well as covering a wider variety of appeals.

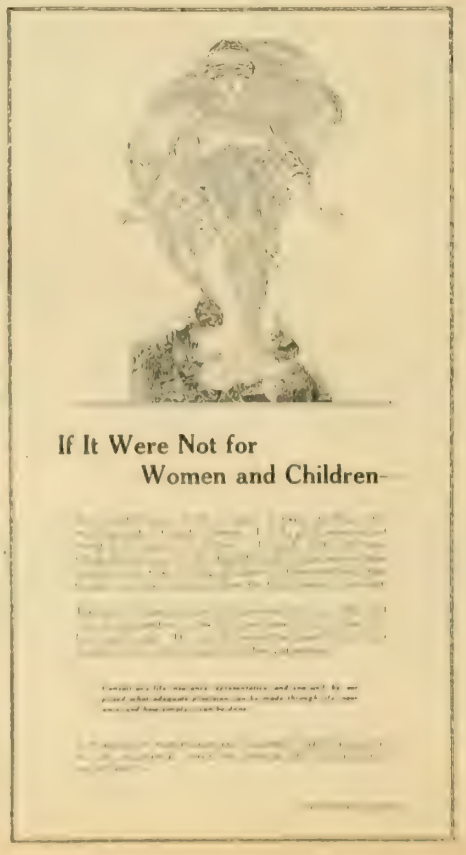
The advertising appearing on the 15th of the month is an amplification of that issued on the 1st, the same illustration appearing in both. Throughout the series, the art work is given pre-emininence, and its outstanding idea is a symbolical female figure, "Life Insurance", hovering over the group below. These groups, differing for each set of two advertisements, represent the mother at the cradle, childhood, the home, the office, the laborer at his toil, education and old age, and towards each "Life Insurance" is shown as the guardian angel.

J. H. Castle Graham, general secretary, Life Underwriters Association of Canada, Toronto, outlined the main features of the campaign to MARKETING.

"As was the case last year, our advertising for 1922 is co-operative. All the Canadian companies and all the British companies operating in this country, are represented," he said.

"Our reason for doubling our appropriation this year is simply that good results are traceable to last year's effort. As before, it will be

a strictly newspaper campaign. The only other kind of publicity we shall attempt will be repetition of our essay competition for school children.



Last year this competition was Dominion-wide, and it proved to be a valuable feature. Apart from their value in educating over one thousand youngsters in the idea of life insurance, the essays showed that their writers had made thorough study of our newspaper advertisements. The essays were judged locally by gentlemen of prominence who were not connected with insurance, and when the awards were made it was found that the prize winners had quoted our advertisements holus bolus!

"Last year's campaign was a very severe test of the efficacy of newspaper advertising. There are over forty local associations of life insurance salesmen in the country, and through these associations it was possible to check results very carefully. For example, the association at Sault Ste Marie reported that one office there had traced eight applications to our advertising, and that the other offices had shared in proportion. For these reasons we are again using the fifty-nine A.B.C. dailies in Canada."

"We are placing all our advertising direct," explained Mr. Graham.

"The work is in charge of a committee of four, the chairman being F. T. Stanford, of the Canada Life. The other members are Clifford Elvins, of the Imperial Life, B. W. M. Grigg, of the Mutual of Canada, and myself.

"This committee is elected by the association of life insurance advertising managers. It is responsible for all copy and layouts as well as placing and checking, all of which details are handled from the Life Underwriters Association office here in Toronto. In view of the new note in our copy and art appeal, together with the superior pulling force of larger displays, we anticipate a highly successful campaign this year. The new series will appear twice monthly and will terminate with a strong Christmas appeal."

OTTAWA

The City of Advertising Opportunity

—the Ideal Field for a Try-Out Campaign

WHEN you think of Ottawa, think of a City of a quarter of a million—for such is the population in the Capital's Trading Area.

As the Dominion's Capital, Ottawa occupies a unique position. Its 18,000 Civil Servants, earning per capita a larger average wage than any other class of workers, and unaffected by labour or industrial disputes, have given to local trading an unequalled stability.

In addition, Ottawa and its sister city of Hull are of first importance industrially, occupying 6th place in the entire Dominion. The following figures are impressive:—

Industrial Employees—14,877
Industrial Investment—$58,442,741
Industrial Payroll—$14,343,719
Industrial Output—$53,912,920

The sure economical way to appeal to these thrifty prosperous people is by using the medium that 'goes home'—THE OTTAWA JOURNAL. ***It is the dominant home paper in the Capital—a live, clean, constructive journal with irresistible appeal to every member of the family.***

The Ottawa Journal

(Members A.B.C.)

Average Circulation for March 1922 . 29,139

MORNING JOURNAL 5,665

EVENING JOURNAL 23,474

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

KIRKWOOD'S LETTER FROM LONDON

British clock and watchmaking industry suffering a slump and seeks protection against foreign competition. British advertising to blame for bad posters. Pall Mall Cigarettes trying direct-to-consumer selling. Brick-makers advertise cooperatively. Other topics of current interest

From MARKETING'S British Correspondent, JOHN C. KIRKWOOD

BARTON W. CURRIE, editor of *The Ladies Home Journal*—the son of a Canadian, I understand—has been in England, and has been giving his views on sundry matters.

He declared that the American people are not, as a rule, fond of picture newspapers, of the London *Daily Mirror* type, for example; that such a paper would not succeed in Philadelphia, though one launched in New York was a success, due, he believed, to the large number in New York unable to read or write English.

He gave as one reason why free lance journalism is so discouraging in Britain—the delay in paying writers. In the case of the publications of the Curtis Publishing Company, as of other publications, the practice is to pay for contributions immediately on acceptance; and a contributor is rarely kept waiting for a decision on his contribution.

Of his own magazine he said that its interest is more general than specialized; that it was the interest of the home that had to be caught; that if the *Ladies Home Journal* stopped publication tomorrow, the men readers would be just as distressed as its women readers; that the *Journal* aimed at the improvement of the tastes, at the raising of the social tone, at the bettering of the conditions in which all who worked carried on their labor. It sought to educate the people in their appraisement of values, to get better pictures into homes, and to get houses better designed and better built.

It is illuminating to have the editor of the greatest magazine in the world interpret it.

TEARS, IDLE TEARS

At a dinner of the British Horological Institute, founded in 1858, one of the fathers—his name is Pennefather—admitted that the clock and watchmaking industry in Britain is suffering from a slump. He said that he could not help thinking that it might be greatly to the advantage of the trade if makers of watches and clocks and jewellers went, cap in hand, to the Board of Trade begging for protection against foreign competition. (Hear, Hear, Hear!)

The chairman, in responding, said that the Institute was making an appeal for funds to the 10,000 firms known as clockmakers, watchmakers and jewellers of the British Isles.

I mention these bewailings by the spokesmen of the watch and clock makers, because there is not a single British-made branded watch or clock being marketed and advertised in this country in the same way that Waltham, Elgin, Gruen, Howard, Hamilton, South Bend watches, and Big Ben, Gilbert and Seth Thomas clocks, are being marketed and advertised in America.

The British watchmaker will tell you, privately and confidentially, that the English lever watch is the best watch in the world; but no sort of persuasion has so far succeeded in inducing him to tell his carefully-kept secret to the British public by means of advertising. The Waltham watchmakers hope fervently that the British watchmakers will continue to keep mum.

Think of it! Not a single advertiser of British-made watches, among all the 10,000 makers, has emerged from his obscurity! In making this comment, I am not counting Benson's or Elkan, who advertise as retailers, and whose watches are obtainable only from themselves.

POSTER ADVERTISING

In the London *Times* the subject of outdoor publicity has been having some attention. Some correspondents have been writing on "the protection of public amenities," meaning protection from offensive things in the streets—hoardings with their posters, for example. One writer who is much offended by posters says, "we ought to be able to use our own roads and streets without being forced to read any statement about any articles, good or bad, which somebody wishes to sell. The place for these statements, or those of them that are true, is elsewhere—in the advertisement columns of the press."

The *Times* interviewed a number of advertisers and artists on the question of outdoor publicity, and the views expressed, if not convincing, are interesting.

The Michelin Tyre Company, Bovril Ltd., and the Ingersoll Watch Company state that they are removing their advertising from positions alongside railway routes in deference to public opinion, which regards such advertising as defacing the scenery.

Artists declare that the British advertiser is to blame for bad posters, due to his ignorance of what is a good poster. At the same time, there is expressed the belief that there is a growing appreciation of the higher art in poster-designing.

One artist said that it would surprise one who took the trouble to count, to find how many golden-haired children were on the hoardings—children between the ages of 8 and 12.

John Hassall, artist, supposed to be an authority on posters, says that the fault does not lie with the painters, but with the advertisers who spoil good posters by trying to get too much lettering on them. A poster, he says, should advertise merely the article and its name.

This is amusing, as coming from John Hassall. When he designs a poster, he makes it advertise Hassall, yet takes the money—lots of it—from the firm whose goods are supposed to be advertised. When Hassall posters were more common than they are today, I used to ask those who laughed over some grotesque Hassall design, what the poster was supposed to advertise, and there was the invariable confession, "Really, I can't tell you!"

LONDON'S UNDERGROUND RAILWAYS

Quite the best posters one sees in London are those published by London's Underground Railways. They are double crown size as a general thing, and for genuine artistry and appositeness, are incomparable. Fresh designs—usually topical or local are issued monthly. Thus, "It

Montreal Feels First Throb Of Re-Awakening Trade

EARLIER than usual this year the port of Montreal will be alive with the throb of re-opened navigation. Greater than usual will be the volume of traffic to come and go this season.

Over a billion bushels of wheat are in store in Canada and the United States, east of the Rockies—thirty-seven million bushels more than a year ago. The stock of oats is twenty-six million bushels larger, and of corn twenty-two million larger than a year ago.

The inproved facilities of the port and the advantages presented by the St. Laurence route make it certain that a large proportion of this grain will be shipped through Montreal, contributing a great deal to the busyness and prosperity of Canada's largest city.

Marked activity in many lines is already reported in this vicinity. Flour mills are increasing their output, foundry and steel mills are taking on more hands, cotton mills are well employed, paint manufacturers are working overtime, there is an increased demand for hardware and plumbers' supplies—indicating improvement in the building trade—and many other signs point to a healthy revival of demand.

Montreal should be first on advertiser's list. It is Canada's first city and it first feels the effect of re-awakening trade. The Gazette is the only English morning daily in Canada's first city. It is unquestionably "Canada's Best Newspaper" and as such should rank first paper, as Montreal ranks first city, in the plans of national advertisers.

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
Canadian Pacific Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gilman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

is Crocus time at Hampton Court!", "The Sales," "Chestnut Sunday in Bushey Park," "Godstone," "The London Zoo," "The Art Galleries," "The British Museum," suggest the objectiveness of the posters.

The advertising department of London's Underground Railways has a sense and appreciation of the functions of advertising not possessed equally—such is my opinion—by any other advertiser in Great Britain.

It pays handsome prices for its posters, and so it has offered it the best work of master artists.

I am sending you an advertisement of London's Underground in which it tells why it advertises. In this advertisement it says that 300 of its posters are sold every month to chance enquirers—at half-a-crown (60c) each, I believe.

Mascots for Sale

Some confident—and callow—individual is, or was, advertising in a London Daily newspaper The Ju-Ju Nigerian Mascot, "for luck," for three guineas, or say $15. He signs himself the Ju-Ju Society, and he lives in Newcastle. He bids the public throw away their horseshoes and black cats, and replace them with his three-guinea image. He says that opportunity knocks at a man's door but once, and then says, in capital letters "Now take it."

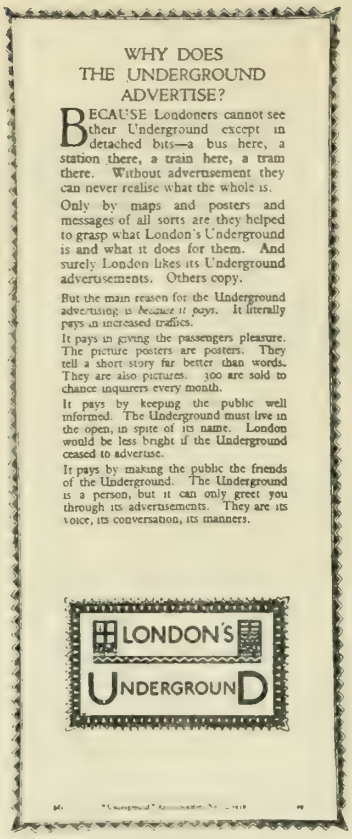
I have seen the advertisement twice, and I never expect to see it again. I imagine that Ju-Ju isn't going to give luck to the man who advertised it. I imagine that he is wondering and wondering; and that he may return to old horseshoes and black cats as being cheaper and better mascots than Nigerian images.

It is inspiring to behold the quality of the faith which some optimists have in advertising.

Pall Mall Cigarettes

Louis Rothman, maker of Pall Mall cigarettes, is now selling them direct from factory to smoker, at wholesale trade prices, in boxes of 100 or more. He states in his advertising that convinced by the results of a test offer of cigarettes direct from factory-to-smoker is the right idea, he decided to eliminate middlemen.

It is a bold step which this cigarette manufacturer has taken. Will enough smokers take the trouble to order by post, and to keep up the practice? There is nothing else—not even groceries—so well distributed as cigarettes; and the public's


WHY DOES
THE UNDERGROUND
ADVERTISE?
BECAUSE Londoners cannot see their Underground except in detached bits—a bus here, a station there, a train here, a tram there. Without advertisement they can never realise what the whole is.
Only by maps and posters and messages of all sorts are they helped to grasp what London's Underground is and what it does for them. And surely London likes its Underground advertisements. Others copy.
But the main reason for the Underground advertising is *because it pays*. It literally pays in increased traffics.
It pays in giving the passengers pleasure. The picture posters are posters. They tell a short story far better than words. They are also pictures. 300 are sold to chance inquirers every month.
It pays by keeping the public well informed. The Underground must live in the open, in spite of its name. London would be less bright if the Underground ceased to advertise.
It pays by making the public the friends of the Underground. The Underground is a person, but it can only greet you through its advertisements. They are its voice, its conversation, its manners.
LONDON'S
UNDERGROUND

London's Underground tells why it advertises.

taste in cigarettes, I am assured, is more or less fickle. Pall Mall Virginia cigarettes are being sold at 5s. 6d. per 100—say $1.34—post free. This price corresponds with the prices at which other popular brands of Virginia are sold.

Collective Brick Campaign

A collective publicity campaign by the National Building and Engineering Brick Federation has been begun—provoked, probably, by the collective campaign of the Portland Cement. The slogan of the Brick Campaign is "Build with Brick."

The London Times Halves Its Price

The London *Times* has reduced its price from 3d. to 2d. for single copy purchases, and to 1½d. if and when the buyer registers himself as a regular weekly subscriber. This is a really substantial reduction, made at a time when newspaper publishers declare that they are making no money. The *Times* was good value at 3d. a copy. It claims to have the best and most costly foreign news service of any newspaper in the world.

The *Times* is a 24-page newspaper, printed on a superior grade of newsprint.

A recent innovation in the *Times* is a page of news pictures. This is a feature of several London penny newspapers.

The *Times* is seeking circulation, and its offer of free insurance to motorists, joined to reduced price, will assuredly lead to a large expansion of its circulation.

The London *Westminster Gazette*, which changed from an afternoon penny newspaper to a 2d. morning pro-Asquith newspaper, has cut its price to 1d. to obtain circulation. With the announcement of this change in price, there was published the news of the resignation of its editor, Mr. J. A. Spender.

In a previous letter, I suggested that the publisher of the *Westminster Gazette* was likely to rue his venture, and it would seem that already he is gasping for breath A daily newspaper in London is a very expensive toy.

Grape Fruit in Britain

The Florida Citrus Exchange, through its British representation, has begun the advertising of Florida Grapefruit. This advertising says that the Florida output of grapefruit now permits this fruit to be sold at a moderate price. Grapefruit was served free at more than one London retailer's place during a specified week.

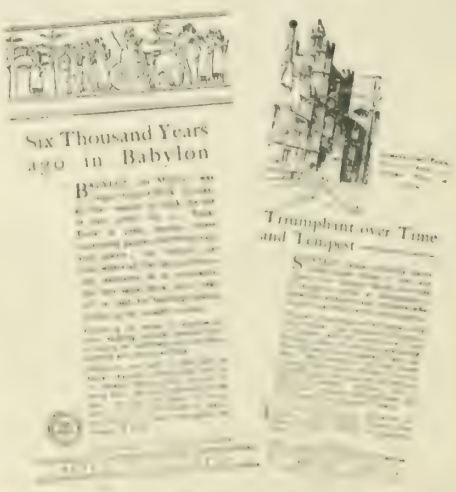
One can buy grapefruit at 6d. each. Two years ago the price of a good size grapefruit was $1 in this country.

* * *

Contracts and insertion orders for Snow flake Ammonia have been sent out by A. J. Denne and Company Limited, advertising agents, Toronto. This agency is also placing small copy in a limited list of newspapers for the Georgetown Incubator Company, Georgetown, Ont.

* * *

New and decidedly novel copy is appearing in an extensive list of newspapers for Mennen toilet preparations. Headline, name and product are linked together strikingly by the simple expedient of encircling them in crayon. A. J. Denne and Company Limited have the account.



Two of a series of newspaper advertisements for brick

The First Choice of Both Reader and Advertiser

Circulation - - 40,000 Weekly

THE farmers of Ontario, and Eastern Canada generally, have pronounced Canadian Countryman their first choice among available farm publications. The preference of the reader must always determine the preference of the advertiser.

Canadian Countryman's circulation is now over 40,000 weekly. Our latest official figures show 39,255 net paid at December 31, 1921. The only other strictly farm publication now issued weekly in Ontario showed 25,896 net paid (official figures) at the same date.

In 1921 Canadian Countryman's circulation increased from 33,000 to over 39,000 weekly, during a time when most publications had a decided falling off.

No special campaign or contest was engaged in, and no premiums or special inducements were offered. This increase didn't just happen. It is a striking indication of the high standing and solid influence of Canadian Countryman. Back of the bare figures of circulation growth is a record of editorial service consistently rendered. Canadian Countryman is a recognized and powerful factor in the farm life and farming operations of Ontario and Eastern Canada generally.

* * *

BEHIND

Canadian Countryman's

CIRCULATION

is the buying power of 40,000 better-than-average farm families, comprising approximately 200,000 consumers; of 40,000 farms comprising approximately 6,000,000 acres of the finest farm land in the world —truly a great market, to which *Canadian Countryman* provides the means of favored access

If you want to really know farm papers, go out into the country and talk to the farmer about them.

A farm paper succeeds as it is governed by ideals of real service to the farmer and his family—as it enters intimately into their business operations and home life—as it proves a reliable counsellor and good neighbor — as it understands, and reflects, that nebulous but vital consideration, the farm viewpoint.

There is a great difference in farm papers, as the farmer views them.

* * *

In 1913 Canadian Countryman's milline rate ranged from $6.00 to $7.20. At the beginning of 1921 it was $9.09. It is now $7.50—close to the pre-war level.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING *Member Audit Bureau of Circulations* TORONTO

The Citizen

Is The Citizen on *your* list?

Reputable advertisers commend a business policy of this kind as it overcomes the serious handicap to the clean and honest advertiser of having to compete side by side with buyers of newspaper space who do not depend on reputation for business.

THE CITIZEN in its effort to spread clean journalism is showing in a practical way that a daily newspaper can be successfully conducted when its publishers hold to the policy of making its advertising as clean and honest as its news.

The many thousands of dollars which THE CITIZEN refuses every year in the revenue from such advertising, accepted by other newspapers in this field is more than compensated for by the additional confidence which its readers repose in this newspaper.

You, as an advertiser, will appreciate what this means when your sales story is published in the newspaper that is looked upon by its readers as distinctly individual, progressive, and wholesome. The maximum of receptiveness is accorded your advertisement when it appears in a newspaper that is welcomed into the home.

Share in this welcome—Tell your sales story in The Citizen

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban
26,486

Total Circulation
30,404

Shows The Way

COLUMBIA GRAPHOPHONE COMPANY

SOLE SALES AGENT FOR
COLUMBIA GRAPHOPHONE MANUFACTURING COMPANY
MANUFACTURERS OF
COLUMBIA GRAFONOLAS, COLUMBIA RECORDS AND THE DICTAPHONE
"REGISTERED"

PRESIDENT
VAN HORN ELY
VICE PRES. SEC'Y AND TREAS
C. WM. WOODROP
VICE PRES. AND GEN'L MANAGER
H. L. WILLSON
CANADIAN MANAGER
A. E. LANDON

VICE PRES. AND GEN'L SALES MANAGER
G.W. HOPKINS
ASST. TREAS. AND ASST. SEC'Y
F. J. AMES
COMPTROLLER
H. C. COX

TELEPHONE ADELAIDE 4080
345-347 ADELAIDE ST WEST
TORONTO, ONT

March 23, 1922.

Business Manager,
The Ottawa Citizen,
Ottawa, Ont.

Dear Sir:-

We received today the re-print from Marketing for March 15th,1922, as sent out by you to Canadian National advertisers.

The effect your circular had upon the writer was to immediately look up our budget to make sure that our Ottawa advertising was carried by the Citizen.

We intensely appreciate the fact that you do not accept patent medicine advertising and advertising of a similar nature for insertion in your paper.

If all great newspapers and periodicals in Canada would take the same stand with regard to advertising as the Ottawa Citizen it would, in the writer's opinion, be one of the greatest steps forward that journalism has ever taken.

We realize that you lose a great deal of revenue by your non acceptance of the advertising above referred to, but on the other hand we trust that this is more than made up by increased public support, and increased support from those advertisers who, realizing that they have a genuine article to offer the public, find that a great part of the effectiveness of their advertising is cut off by being sandwiched in between patent medicine and other nauseating advertising.

Yours very truly,

COLUMBIA GRAPHOPHONE COMPANY,

WTM/OIC.

Per. W. T. Maynard
ASSISTANT MANAGER

EDITORIAL COMMENT

Lubricant Needed

ONE of the curious facts observed during the "boom period" of a few years ago was the enthusiasm with which every business man helped business along when business needed no assistanace. Plants were being loaded to the last ounce to meet demand, and business was buying, hiring, building, borrowing and advertising in a frenzy to expand. Advertising in particular reached a volume never before approached or dreamed of. People who needed no urging were urged to buy, buy, buy. The lubricant of publicity was poured into a machine that was working smoothly and sweetly, and which, if it needed anything, needed the brakes applied.

Then a change came o'er the scene. Some grit got into the bearings. Panic hit some of the assiduous oilers and they laid aside their oil-cans. More grit got in, and the machine threatened to break down altogether. The supply of lubricant was cut out entirely as an unjustifiable expense. The panic-stricken ones who had advertised lavishly when business was going with a swing, stopped advertising when orders dropped off.

It was a grotesque, and, except for its tragic side, an almost Gilbertian situation. No doubt there was a call for economy, in advertising as in a good many other things. Undoubtedly much of the lubricating oil poured out during boom times and that was meant for the bearings was spilled in the cock-pit, but if ever there is a time to advertise it is when business lags.

Fortunately there was a goodly remnant of business men who saw this. Not all succumbed to the panic. Many continued to advertise, less expansively, possibly, but more judiciously. Still others increased their appropriations. To these panic-proof stalwarts business owes the fact that prosperity is returning more swiftly than it could otherwise have done. The consistent advertiser has felt the recent depression less than those who cut down expenses by cutting out all advertising. But for the Go-Getter, the U-Quitter today would be in a parlous condition.

At the foot of long, steep grades a service locomotive is kept to push heavy freight trains up the incline. Better business is still panting in its efforts to reach the higher and easier level, but there is a service engine known as "Advertising" that is available for any concern anxious to surmount the brow of the last grade.

* * *

An advertisement should reflect the firm which signs it: not the man who writes it.

* * *

Fighting competition may not bring the business, but fighting for trade will take care of competition.

* * *

The ghost industry has suffered a severe set-back as a result of the fiasco at Antigonish, N.S. Another case of being unable to back up the advertising with the goods.

* * *

The average executive has had several years of good business, minus worry, and he has grown soft and flabby on it. In the next few years the men who are willing to worry will be at the head of the procession.

Breaking Up The Hermit's Cell

MERCHANTS and manufacturers are having their attention drawn to the farmers as providing a market for goods hitherto sold almost exclusively in the more densely populated areas. It is pointed out that a revolution is taking place in the customs and mode of life on the farms which is steadily increasing the farmer's purchases of both necessities and luxuries.

Various reasons for this change are given, chief of which are the improved financial status of agriculture generally, the invasion of the rural districts by automobile, telephone and daily newspaper.

All of these factors have played a great part in breaking down the isolation that has always robbed country life of much of its joys. They are destined to exercise this constructive influence to a far greater degree in the future, giving to the farming constituency in particular a real community life.

For long the farmer has been a species of hermit, seeing little more than the faces of his own kin and hired man for weeks at a time. Hermits are notoriously bad spenders. Their needs are few and easily met but when the hermit realizes that he is one of a crowd he immediately begins to want things which previously he got along very well without. The more people get together, the more they desire, and this little item of crowd psychology accounts for the fact that the modern farmer is daily becoming a better spender.

It is human nature for a man to wish for his family those things he finds other men providing for theirs. The farmer is very human, and the widening of his outlook and environment which has come about through the invasion of his privacy by the manners and customs of the city, has stirred to life long-dormant ambitions and desires which he is satisfying in the market place.

In this breaking up of the hermit's cell, many advertisers are taking an active part by appealing direct to the farmer. The revolution in the buying habits of this rural market is only under way. When it is completed, the richest harvest will be theirs who today are cultivating it most assiduously through the medium of printer's ink.

* * *

Only the layman who says writing ads is easy can approach the task with boldness born of not knowing enough about it to be embarrassed.

* * *

One vital distinction between advertising and literature is that in the latter poetic license can always cover a multitude of inaccuracies.

* * *

Many a mere job-holder is making way for a subordinate with a plan these days.

* * *

"The middleman all through history has dominated the manufacturer," says an eminent authority, but the manufacturer who is a national advertiser has introduced himself to the consumer and compelled the middleman to be the servant of both.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Getting After the Big Buyer

The manufacturer of a high-grade office appliance has adopted a definite method of getting after "big" business by employing in each city of importance several salesmen who have proved their worth and ability, and who concentrate their efforts on the large concerns. The average salesman had never been able to close this business because of his inability to devote sufficient time to the study of the situation to qualify him to dovetail the equipment into the office routine. The freelance men, however, are expected to do nothing but make a thorough survey of the land. They cultivate the friendship of the buying officials, acquire the goodwill and support of the employees who are to use the equipment, draw up comprehensive reports to reveal in definite figures the saving in efficiency and labor cost the use of their appliance will effect. When the time is ripe, they go before the proper officials and lay down incontrovertible evidence to support their selling argument. This takes time—but the salesman has time to do it. He works for several months with no tangible results to show for it, but the day arrives when the harvest is ready for reaping, and then the investment of time and money bears a handsome dividend. These men work on a straight salary of ample proportions, and their work is measured by the accomplishments of a year rather than by the week or month.

Bargains on the Order Blanks

A mail order house succeeded in making the order blanks at the end of their catalogue gather in an unbelievable amount of small change by featuring the backs of the blanks as bargain counters. Previously they had shown staple articles on the reverse side of these blanks with the result that people were loath to tear them out lest they should want to refer to them later. When they began to feature twenty-five cent neck ties, stockings, cheap books, shopworn gloves or handkerchiefs —things that did not require long consideration before buying—it was found that they suggested immediately, "I guess I'll order one of these," as the reader glanced at the page to decide if he or she would tear out the order blank to use in ordering some merchandise from the body of the catalogue.

Bees' Wax Sells Paint

To demonstrate that his special brand of white paint was a good reflector of heat and that it would keep the interior of a factory cooler if applied to the exterior of the building, a manufacturer rigged up an ingenious contrivance for the use of his salesmen. To put across the idea he had to demonstrate the difference in temperature. This he did by constructing a section of tin with ends turned up something like metal bookracks. One end was painted white, the other black. In the centre a lighted candle was placed, and on each end a small pellet of bees'wax stuck to the tin. In thirty seconds the one on the black end melted off—a minute and a half later the pellet at the white end warmed up and fell.

Concentrated Effort Boosts Sales

A shoe manufacturer with many dealers all over the country held a "Business Men's Shoe Day," and worked out a plan that increased his sales of shoes to business men to a great extent. A special date was set, and a campaign planned and advertising sent out to dealers, asking them to feature the one big day set aside for sales of their shoes to business men. A special newspaper was made up telling of the various kinds of shoes on sale of particular interest to business men. The strong selling points of these particular shoes, their comfort, fine appearance and moderate cost were brought out. Once a week for four weeks this newspaper was sent out to all the dealers in order to keep them enthused. Each dealer was asked to send in lists of the men he wanted to sell, and the company then sent out special letters to this list, calling attention to the Business Men's Shoe Day. Suggestions were made to dealers for special window displays showing the interior of a business man's office and in the foreground several different styles and kinds of shoes of interest to business men. No concession was made in the price, but simply concentrated effort to gain the attention of one class of men on that day.

Getting Quick Distribution

One of the short cuts to quick distribution of its product was secured by a firm anxious not to have the dealers caught stockless when its street-car advertising appeared. The goods were a five-cent specialty sold in drug stores, and the advertiser knew that if a person went into a particular store and asked for his product —a species of candy—and it so happened that the druggist did not carry stock, he would have no difficulty in substituting. He therefore hit upon the plan of furnishing the jobbers who had agreed to handle his line with postals, which when filled out, entitled the dealer to a free one-dollar box. These postals the jobber passed out to his dealers and distribution was almost instantaneous. The cost of the box was offset by what it would cost to have a specialty salesman call on the dealer.

Uniform Electros Save Money

A wholesale dry goods catalogue was cut from 516 pages to a little over 300, and a much superior book produced, by adopting uniformity in size of the electros used. Two, three or four column widths for the page were standardized, the style depending upon the class of merchandise featured. For small notions four columns to a page were found suitable and obviated the necessity of running type around the cuts. With most of the merchandise the three column page worked effectively. Reductions were made of the many cuts that would stand reduction to the new sizes, and where this could not be done, new cuts were made. The first cost of the change was justifiable in view of the lessened printer's bill and the considerable saving in postage that resulted.

Travelling Circus for Small Towns

A window display known as "the Traveling Circus" has made good in the smaller towns of from six to seven thousand and less where window trimming is not generally in the hands of experts. It is a light, well-made wooden box four feet by six feet by one foot. The top screws on. Inside is a large folding cut-out, made up by hand by a card writer, and consists of three parts—the main central display and two flaps. The sections are framed and the flaps hinged on to the central panel. Folded up, this cut-out lies on the bottom of the box. On top go enough dummy boxes to make a nice window display, together with several yards of window trimming material. The case is not sent direct to the dealer but to the salesman in care of a certain dealer. It is timed to arrive just ahead of the salesman. When he gets there, more or less curiosity has been aroused and the boss and his clerks generally stick around while the salesman borrows a screwdriver and carefully opens the case. Invariably permission is given to put in a nice big window and in five or ten minutes a striking display is on view. The merchant feels that he is getting "real dealer help" and is not hard to strike for a good order. The benefit of "the Traveling Circus" is that there is no waste of expensive material as it completes a specific route before being returned to headquarters for repairs. Each salesman is supplied with four of these outfits in his territory.

Let The Dealer Handle Your Samples

Sales to dealers and from dealers to final buyers have tripled since a large concern which makes medical supplies tried a new method of dealer co-operation. This house advertises extensively. Its copy has, until recently, terminated with a coupon request that entitles the sender to a sample of its products which was sent to the inquirer from the factory. Then the name was used as a weapon upon the drug store of the town from which it came to show a demand. The effect of this method upon dealer and consumer was never satisfactory, and the firm tried a new method. Dealers were liberally supplied with samples, and the advertising directed the public to go to the local drug store and get them. The plan tripled sales.

Putting the Product Before Experts

A baking powder firm greatly increased its sales by informing teachers of cooking about their product. A demonstration "kit" was prepared and furnished free of cost to schools and institutions. A glass jar containing "argols," the crystals formed on the inside of wine casks during the process of fermentation. Other jars showed the successive steps in refining this natural product into cream of tartar and finally into baking powder. This demonstration served not only to educate teachers and their pupils, but also brought leading cooking authorities into close contact with the manufacturers.

MAKING THE MAIL-MAN A SALESMAN

Circulars, folders, booklets, no matter how cleverly written, beautifully illustrated, or splendidly printed, do not make a successful direct-mail campaign unless part of a *plan*. "What it is supposed to do and how it is supposed to do it?" the question that must be answered. From address before the Toronto Advertising Club

By W. H. Griffin

ONE enthusiast defines direct advertising as the shortest distance between two points. Others will say, "booklets, folders, circulars, broadsides, letters." In my opinion a booklet is a booklet, a folder is a folder, and a broadside is a broadside, and any number of each or any combination of one or all of them does not necessarily constitute a direct advertising campaign in anything like its broadest sense. Their copy may be cleverly written, they may be beautifully illustrated, also splendidly printed, and still be only so many folders, booklets, broadsides. Wherein lies the difference? The one job is built with a definite object to attain and a positive reason for every step taken, while the other is a case of build so many booklets and folders, and try in some manner to fit some sort of working scheme to the pieces.

Therefore, in my judgement, "the Plan's the Thing", and all other operations mere incidentals. You cannot think first of such and such a run for the presses, this and that in the way of drawings, or so and so in the way of plates, and produce real advertising. It is necessary to be wrapped up heart and soul in producing the thing which will accomplish that definite desired object. To produce results in proportion to the expenditure of both money and grief in any worthwhile percentage of cases, first analyze, and re-analyze the expenditure of both money and the problem (and there is always a problem,—sales resistance does not exist without a reason). Consider carefully the product and the producer, the competition and the probable buyer. In other words, *get the facts first*. Build upon a solid foundation consisting of all the available knowledge. If you haven't it, get it. A determination to build a job consisting of four folders, and two books in three colors, such and such a quantity of each to be mailed so many days apart, art work by the clever Mr. So and So, plates produced in some particular manner, wonderful copy— the best that can be written,—is in no sense a plan. It is only a case of looking at a serious proposition in a haphazard manner—in fact, looking at it backward, and with little possibility of coming anywhere near hitting the mark.

First, get the facts, consider them from every angle, build the plan, then rebuild it till it fits the facts. The plan then should suggest the pieces and the detail necessary to their production and administration. In these days the printer, the engraver and the artist are all dabbling in the creating of mailing pieces. This is perfectly all right. Each of them contributes more or less to every finished piece, no matter who builds it. But to make the success they hope to make, they must think first in terms of the advertiser's product, and merely incidentally in terms of their own.

The printer cannot be wrapped up in the idea of composition, press run or bindery work, and successfully build advertising. The engravers cannot think of plates, except as plates suggest themselves by a sound workable plan, and the artist must forget brush marks and attractive pictures until this same old carefully thought out plan, which will hold water in all kinds of weather, suggests them. In other words, let the plan suggest the pieces, and you are sound. Let the pieces suggest the plan, and you generally have no plan.

The time to worry about paper, press run, colors, sizes, physical shapes, number of pieces, layout, art work, plates and copy does not arrive till the plan has been built. In other words, the big job, the important job, whether it takes one hour or three months, takes place before the printer, as printer; the artist, as an artist; the engraver, as an engraver; or the copy man, as a copy man should be even thought of.

Before passing judgment on one piece or a campaign I would demand a satisfactory answer to this question, "What is it supposed to do, and how is it supposed to do it?" Such an answer can seldom come when the correct procedure has been ignored. Boiled right down, real direct advertising is the result of a thoroughly sound merchandising plan, which, when properly developed can make the Mail Man the Sales Man.

Developing the Plan

After the plan has been formulated and pronounced sound, comes the building of the individual pieces. Perhaps the most deceiving thing, in connection with direct advertising is the individual piece. Outside of the wishy-washy piece which anyone would know to be no good, I doubt if there is a man who can look at a finished piece of direct advertising and tell whether it is really good or not, without knowing what it is supposed to do, and how it is supposed to do it—I *know* I couldn't. I refer of course to those pieces which do not clearly suggest their purpose.

I believe a direct advertising campaign should be in every case built in the form of a little drama—a sales photoplay, if you will. For this reason, I believe in photographic illustrations. The one thing which human beings are interested in is human beings. Take the Rotagravure section of the Sunday papers. Reproduce on one page actual photographs of actual people, on another reproductions of the finest paintings by the greatest artists, and the public eye will go to the photographs first and dwell there longest.

The drawing undoubtedly has its place in direct advertising, but the photograph has a far greater field. The public demands the most human treatment possible in its drama—its moving pictures—in everything. The more human the copy—the closer it gets to the everyday homely style of the individual as he talks to his friends, not as he addresses a crowd, the better I believe it is. To be natural, to be human, in what you say and picture, is to be generally suc-

Once You Have Seen This Book

Once you grasp the extent of the data contained within its 428 pages—you will wonder how you ever got along without it.

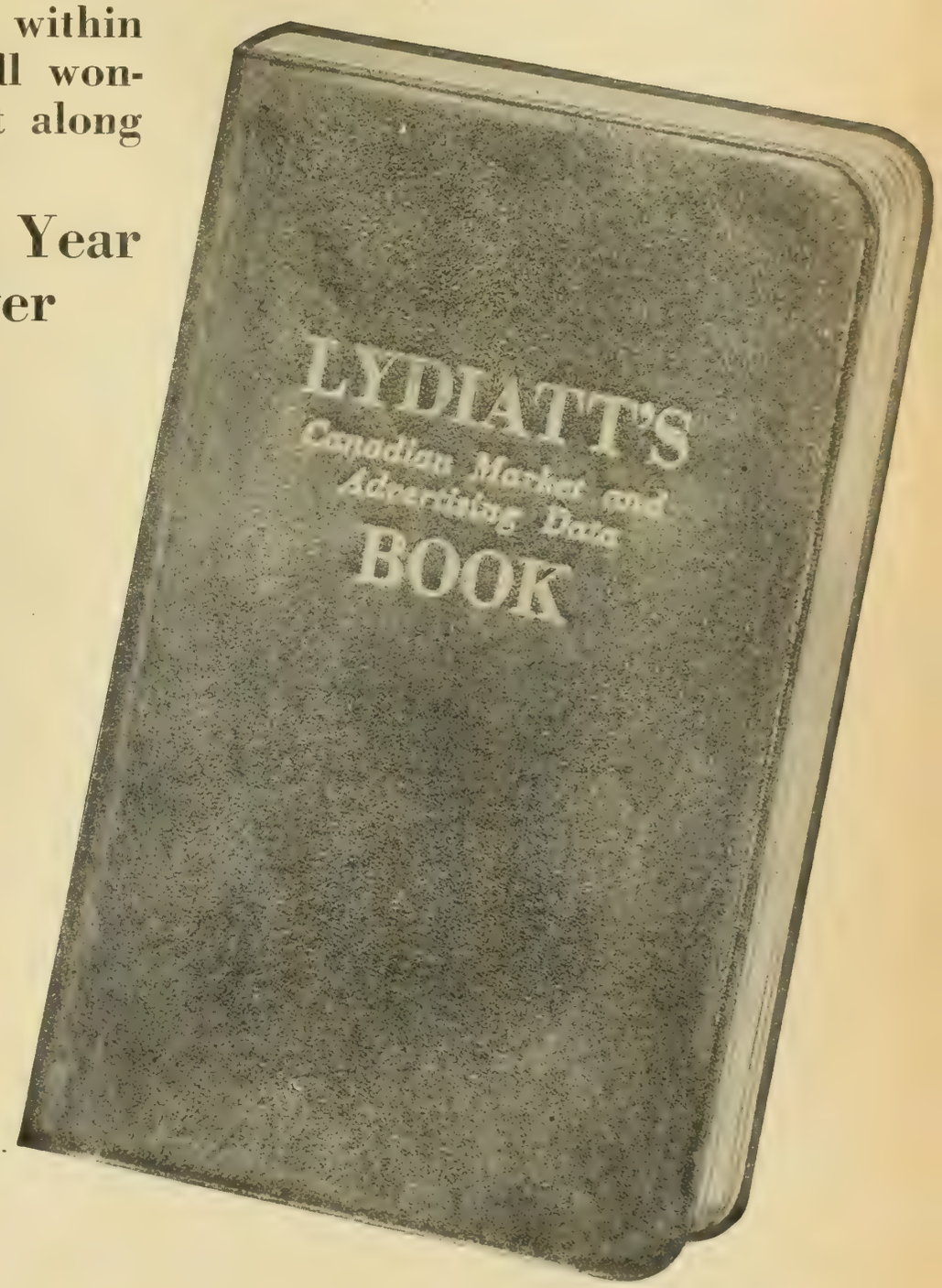
You Need It This Year More Than Ever

Owing to revisions in many sections of the Book, facilitated by the 1921 Census and other additional sources of information, this latest edition is much more comprehensive, vital and up-to-date than any previous issue.

The descriptions of the principal cities and towns of Canada have been greatly amplified and now offer a brief but conclusive market survey of each population centre where daily newspapers are published; furnishing statistics as to the industries, institutions, retail outlets, auto owners, telephone, light and gas meters, the volume of customs and postal revenue, bank clearings, building permits, etc.

The section devoted to the publications of Canada has also been completely revised. LYDIATT'S BOOK is the only publication on this continent which shows whether the principal papers and periodicals listed have gained or lost circulation during the twelve months' interval between each edition. The circulation of Canadian dailies, for instance, is now 1,774,519, an increase of 15,000 over figures quoted in the previous volume. There is a slight corresponding decrease in the total rate per Milline.

This year, when the closest scrutiny of the merits of Canadian publications is vital to the success of advertising campaigns, you will require the most complete and recent data available. This remarkable compendium of facts—*the only book of its kind in the world*—answers practically every question asked about merchandising and advertising in Canada.



New 1922 Edition

Corrected to date, with NEW CENSUS FIGURES, new Market Data, corrected Advertising Rates and Circulation Figures—420 pages of the facts and figures needed by all who sell or advertise in Canada. Only independent data and rate book.

Post paid to any address, $5.00 a copy

MARKETING PUBLISHERS LTD, 27 E. Wellington St., TORONTO

Order Now and Get a Full Year's Use of it

cessful—the more natural the more successful.

Possibilities and Limitations

Can direct advertising be used successfully whenever any kind of advertising can be used? Emphatically, "No." To attempt to sell to the consumer a food product, an article used by the general public or an article, the unit of sale of which is exceptionally small, by direct advertising is nothing short of suicide. The true application of direct advertising as applied to the consumer is confined to the case where there is a known class of probable prospects for the article advertised—prospects who we believe have use for the article and the money with which to buy it. When you do not know who they are, it is always advisable to use the publications to get the inquiries, after which it is often good policy to follow them up with direct advertising. But when you know who could and should buy your product, there are unlimited possibilities in this medium *if the unit of sale is sufficiently great.*

One wonderful opportunity which is being overlooked as a prospect for every kind of merchandise to which direct advertising could be applied, is Mr. Automobile Owner. Extremely valuable lists are available by country, province, county, or town. They are subdivided as to make of car—year, and model, and occupation of owner. The first thought would naturally be—This is great for the merchandising of an automobile accessory. So it is, but it is equally good for the selling of any number of articles—in fact any article to which direct advertising could be applied. Now why the automobile owner? To begin with, he is a man of known buying power. The extent of that buying power is well explained by the kind of car he drives, while this use for your product may be clearly determined by his occupation. He has shown he is a buyer, that he is not living in the past, and that he is in possession even of the means of transportation to take him to the source of supply and in the case of the average article, to carry home his own purchase.

Another specially good place for the application of direct advertising is in sales promotion work. In fact the finest specimen of direct mail campaign I have ever seen is one which went intensively after the jobber and his organization, the dealer and his clerks, and the consumer, selling the latter not only on the product but on his particular source of supply. All pieces closely hooked up—selling the jobber and the dealer organizations on the co-operation they will receive as well as on the product, showing them the entire publication campaign and other advertising for the season, and pointing out how they can best work to get the greatest possible results from the combined effort being put forth. Such a campaign cannot possibly be created with any degree of soundness unless it is based on facts and produced with no end of downright grief. In fact I believe there is plenty of grief connected with mostly every kind of advertising work if that work is properly done.

It reminds me of the old story of the two advertising men. One, a prosperous individual, driving down the street in an expensive car, overtook an old boyhood acquaintance and asked him to get in and ride, even though he did look pretty seedy. The seedy one said to his good Samaritan, "You are in the advertising business, arent you? So am I." "That so? What kind of advertising?" "Sandwich, and say, it's hell when the wind blows."

To get back to the question of application, direct advertising can profitably be applied to any part of the sales program of a product when the unit of sale is sufficiently large and where there is a known group of possible prospects great enough to warrant the necessary expenditure.

A friend of mine recently told me of direct mail advertising being suggested regarding a proposition that had at the best only 300 possible buyers. In this case, there is only one logical way—personal salesmanship, and personal letters.

The Question of Administration

The most important consideration in connection with any direct advertising campaign is the question of administration. No matter how well a campaign may be planned, built and produced, if it is not properly administered it is necessarily a failure. And because of this one all-important feature, there have been miserable failures.

One more distinct reason for a definite plan based on facts and with a definite reason for every step taken; summed up in a few words, the real success in connection with a campaign are:

No. 1. Get the facts, no matter how, but get them.

No. 2. Build a plan based on these facts.

No. 3. Then work the plan.

Work it from the building of the individual pieces down till the last piece is mailed and the prospect sold or killed.

* * *

An Advertising Calender

The advertising manager of a firm sending out a considerable quantity of direct mail advertising literature has compiled a calendar on which, under the name of each month, he has listed some of the things to remember in trying to make his mail matter for that month as timely as possible. Here is the way this calendar reads:

January — Snow, firing up furnace, skating, heavy clothing, clearance sales, starting Christmas savings clubs, dances, fireside parties, falls on the ice.

February — Ground Hog Day, Valentine's Day, Winter hanging on, home concerts on phonograph, movies.

March — House cleaning, spring clothes, wild winds, new automobiles, rains, bad weather.

April — Spring gardens, house painting, house renovating, lawn mowers, April weather, spring floods, revival of outdoor life, spring building operations, baseball.

May — Annual spring moving, Queen of the May, getting ice for refrigerator, birds come, insects buzz, new screens for the home, spring flowers, spring fever.

June — Cutting the grass, sprinkling the lawn, early vacations, picnics, outdoor dances, opening up of lake resorts, fishing, aviation, automobiling, motorcycling, boating, swimming, June brides, photography, concerts in the park, moonlight.

July — Hot weather, mosquitoes hammocks, ice cream, vacations, dusty roads, light literature, the silly season, camp, summer cottages.

August — Fruit canning, tennis, golf, motor boats, dog days, sweet corn, cool nights.

September — Labor Day, football, wind up of baseball, winter theatrical season starts, fall marriages as result of summer courtships, fall and winter clothing, roller skating, new house furnishings, new records for player pianos and phonographs.

October — Bowling and billiards, gymnasium work, lecture courses, dances, Halloween.

November — Thanksgiving, Armistice Day, cold weather, first snow, winter pep.

December — Holiday festivities, crowded stores, home-comings, good cheer. — *Mailbag*

* * *

W. C. Sills General Manager of Sales of the Chevrolet Motor Car Company says: "Add one idea to each business day, and at the end of the year you will have collected at least three hundred of them One a day, put alongside of others, will enrich your business knowledge to such an extent that you are sure to profit by their use."

Lack of Advertising Causes Failure says Perkins

Commenting on the failure of 19,000 business enterprises in the United States last year, O. C. Perkins, Sales Manager of the Sellers Kitchen Cabinet Company of Elmwood, Indiana, told the Hamilton Advertising Club recently that these were largely attributable to the fact that the men directing such concerns did not appreciate the value of advertising.

Mr. Perkins said that, despite adverse conditions last year, the company he is identified with enjoyed one of its most prosperous periods. He emphasized, however, that such prosperity was secured mainly through extensive advertising, which the company conducted to the limit of its financial resources.

"Our company has unbounded faith in the efficacy of advertising to produce results, and it gets the business. But we also feel that the best advertising falls short of its objective unless it is fully supported by good salesmanship. We advertise nationally, but we support it by advertising campaigns in local newspapers, courses of instruction to retail clerks, etc."

* * *

Robert Glasgow, founder of United Editors Limited, Toronto, later changed to the Publishers' Association of Canada Ltd., which issued "The Chronicles of Canada," died on April 5th in New York City. Mr. Glasgow went to the United States about five years ago and there published the 50-volume series of "The Chronicles of America."

* * *

A. McKim Ltd., Montreal, have recently sent out instructions covering the spring campaign of John A. Bruce & Co., Hamilton, seed manufacturers.

* * *

New copy for Perrin's Biscuits has recently made its appearance, placed by the Federal Advertising Agency Ltd., London.

* * *

T. B. Browne Ltd., advertising agents, London, Eng., have recently placed instructions with Canadian mediums for the advertising of Calvert's Carbolic Tooth Powder, manufactured by F. C. Calvert & Co.

* * *

Consolidated Advertising Service, Toronto, has recently placed some copy for Copeland-Chatterson Ltd., Brampton, Ont., manufacturers of loose-leaf devices.

* * *

Copy announcing Winsome Soap has just been placed by J. J. Gibbons Ltd., advertising agents, Toronto. This is a Lever Bros. product. The copy is signed Vinolia Company Ltd.

* * *

A. McKim Ltd., Hamilton, have sent out instructions covering large copy for Westinghouse Electric Ranges. The first newspaper advertisement was a quarter page.

* * *

The Canadian advertising of the Quaker Oats Company which has formerly been handled from Chicago will be directed from Peterborough, Ont., in future, with George A. MacDonald general manager for Canada in charge. No Canadian agency has yet been selected. The copy will start in the fall.

The Dominant Medium

No Canadian Farm Paper enjoys a greater dominating influence in its own concentrated field than THE OTTAWA FARM JOURNAL.

Less than 600 copies of its circulation of upwards of 25,000 are distributed outside Eastern Ontario and Western Quebec—9,000 more than any other farm medium in this territory.

Every copy goes direct by mail to a rural or farm home in this prosperous Great Central Dairy Belt—there is no waste circulation.

The very intimate relations existing between THE OTTAWA FARM JOURNAL and its readers are shown by the fact that more than 200 personal letters are addressed to its editors each week on every conceivable farm and home topic.

Records of advertising lineage show, month by month, how National Advertisers appreciate the worth of the Dominant Medium in this field—it leads every purely Farm Paper in lineage carried.

You cannot cover this rich field without the

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA ONTARIO

Net Paid Circulation for 1921 . . **24,103**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Help Your Salesmen with these Weekly Bulletins

What are you doing to counteract the discouragements which every salesman experiences in these days of difficult selling?

They meet with enough rebuffs. Do they get nothing but complaints and "demands," inspiration or "pep" from the home office? Lectures are often the wrong medicine after a hard day.

Realizing this, more than 1,000 successful sales organizations are using the Dartnell Weekly Sales Bulletins to stimulate and encourage their salesmen. Printed in four-page form, a process-typewritten letter on first page, and a snappy two-page "newspaper": "What Other Salesmen Are Doing" on the inside, with the fourth page blank for your own use, if desired.

Describe the notable accomplishments of successful salesmen of interest to salesmen in other lines, inspiring the feeling: "If this fellow did that, so can I."

Bulletins can be remailed to salesmen without change. They have an intimate and personal tone, and are illustrated. Or you can arrange to draw from this wealth of helpful material to prepare your own letters or bulletins.

These "Weekly Bulletins" are furnished as part of the Dartnell Service for Salesmanagers, about which we'd like to send you complete information, including specimen bulletin. It will help you get results in 1922. Write

"Marketing"

27 E. Wellington St.

TORONTO

Bill to Prevent Fixing Prices for Resale Introduced in Ontario House

Hon. W. E. Raney, attorney-general of Ontario, introduced what is known as the Anti-Combine bill in the Ontario legislature on April 7th, explaining that the bill was limited to the class of combine which fixes prices for resale. If passed, the act will come into effect July 1, 1922.

The bill provides that every agreement entered into between the vendor and purchaser of any article or by either or both with any third person, the object or effect of which is to establish, set or maintain any stated, fixed or common resale price of such article or resale price which may later become stated, fixed or common, is declared to be unlawful and shall be null and void.

Any agreement entered into by any person engaged in trade, commerce or manufacture in Ontario with any other person as a condition of purchase of any article that such other person (a) shall not sell or lease such article except at or upon or at not less than any stated, fixed or common price, or price which may later become fixed or common; (b) shall receive or be or become entitled to any bonus, discount, rebate, reduction in price, prize, right or privilege, or any concession or reward whatsoever by reason of such other person undertaking to resell or having resold such article at any stated, fixed or common price, or price which may later become stated, fixed or common; (c) shall pay or be subject to or become liable for any penalty, increased cost, loss, expense, deduction, disadvantage or disability whatsoever by reason of such other person not undertaking to resell or not having resold such article at any stated, fixed or common price—is declared to be unlawful.

Every agreement entered into by any person engaged in trade, commerce or manufacture in Ontario that such person will not deal with any other person or class of persons for the reason, whether stated or not, that such last-mentioned person has failed or would or might fail to observe, maintain or abide by any stated, fixed or common resale price, is declared to be unlawful.

Any person entering into such agreement whether within or without Ontario shall be liable to any other person not a party thereto who is injured thereby or in consequence thereof within Ontario to threefold the damages suffered by the person so injured.

✣ ✣ ✣

A limited campaign for oilskin clothing, manufactured by Tower Canadian Ltd., Toronto, is being placed through Consolidated Advertising Service, Toronto.

William Findlay Leaves Globe to Join McKim Agency

William Findlay, for three years business manager of the Toronto *Globe*, has resigned his position with that paper to join the executive board of A. McKim Ltd., advertising agents, Montreal, effective May 1st.

During his regime as business manager *The Globe* has made noteworthy strides in circulation, advertising patronage and national prestige. For many years prior to his connection with that paper he was vice-president and manager of the Ottawa *Free Press*, later amalgamated with the Ottawa *Journal*, and his work on both dailies caused him to become known as an outstanding figure in Canadian newspaperdom.

Mr. Findlay's connection with the advertising has been of a very broad character. He is one of a committee in charge of the Bureau of Advertising of the American Newspaper Publishers' Association, and is chairman of the Canadian Advisory Committee of the Audit Bureau of Circulations.

On the executive board of A. McKim Ltd., he will be associated with W. B. Somerset, C. T. Pearce and H. E. Stephenson.

✣ ✣ ✣

Unusual Idea Carried Out At Editorial Conference

At the monthly editorial conference of the Canadian National Newspapers & Periodicals Association held in Toronto on April 6th an unusual and interesting feature of the programme was a demonstration of an interview between the editorial representative of a publication and a public man.

J. V. Mackenzie, editor of *MacLean's Magazine*, was the interviewer, and O. M. Ross, editor of *Canadian Trader & Jeweller*, impersonated Sir Joseph Flavelle; the subject of the interview revolving around the railroad situation. The demonstration was designed to bring out the difficulties encountered by reporters in securing interviews and the means by which resistance can be beaten down.

There was an unusually large attendance and considerable discussion resulted from the points brought out in the interview.

✣ ✣ ✣

The Match Co., Ltd., 137 McGill St., Montreal, is using trade paper space to announce a contest for a name for their matches, the contest to close April 30th. The company has a large plant at Berthierville, Quebec. A. W. Hugman is in charge of sales and J. J. Gibbons Ltd., have the advertising account.

Income Tax Payments: 1919-1921

Province	1919	1920	1921
Ontario	$4,459,939.60	$8,182,736.93	$20,013,796.86
Quebec	2,543,896.82	7,246,246.21	15,657,974.07
Manitoba	740,610.77	1,871,387.86	3,962,734.88
British Columbia	520,617.52	995,433.92	2,237,711.21
Alberta	457,960.59	636,248.72	1,398,998.32
Nova Scotia	249,093.24	506,993.06	1,194,345.11
New Brunswick	193,028.91	333,370.98	701,463.53
Saskatchewan	171,836.81	478,244.38	1,193,536.63
Yukon	6,434.77	13,757.37	21,246.03
Total Income Tax	$ 9,343,419.03	$20,264,419.43	$46,381,806.64
Business Profit Tax	32,970,061.81	44,145,184.48	40,841,401.25
Grand Total	$42,313,480.84	$64,409,603.91	$87,223,207.89

Toronto Publicity Bureau Issue Booklet

The first advertising effort of the recently organized Toronto Publicity Bureau has taken the shape of a sixteen-page booklet, prepared with the co-operation of Norris Patterson Limited. The brochure is well illustrated and features the city as a convention centre, calling attention to the fact that "Toronto" is an Indian word meaning—"Place of Meeting." The bureau has had 50,000 of these booklets printed without covers, and will supply them to organizations which plan to hold conventions in Toronto, enabling them to print covers carrying their individual message.

The first use of the booklet has been made by the Rotary Club who are making a bid for the International Rotary Convention in Toronto in 1924.

✣ ✣ ✣

When Not to Advertise

When you fail don't advertise it;
Grin—then no one will surmise it;
You don't know a hundred people,
Why proclaim it from the steeple?
While your thinking of your mauling
And your face is caterwauling,
Opportunity is calling.
Set out in a new direction.
Go and make a new connection.
Everybody takes his stumbles,
Everybody makes some tumbles.
Every day though means another
Game. Forget the last one, brother.

✣ ✣ ✣

Norris Patterson Ltd., advertising agents, Toronto, are placing large copy in connection with an industrial moving picture that is being shown in a number of large cities by the L. R. Steele Service Corporation.

✣ ✣ ✣

Spencer Woodbridge, formerly with the copy department of the MacLean Publishing Co., has joined the copy staff of Norris Patterson Ltd., advertising agents, Toronto.

✣ ✣ ✣

Large copy for the Dougall Varnish Co. Ltd., Montreal, is being placed in dailies in large centres throughout the Dominion by the Montreal office of Norris Patterson Ltd.

✣ ✣ ✣

A new campaign for the Kellogg Toasted Cornflake Company will be commenced this month. Instructions have been sent out by R. C. Smith & Son, advertising agents, Toronto.

✣ ✣ ✣

The Hamilton Carhartt Cotton Mills Ltd., Hamilton, will shortly be renewing advertising activity. Copy is now being prepared by Norris Patterson Ltd., Toronto. Newspapers, farm papers and magazines will be used

✣ ✣ ✣

McConnell & Ferguson Ltd., advertising agents, London, have secured the account of Douglas Packing Co., Cobourg, Ont. A campaign for this firm is now in course of preparation.

✣ ✣ ✣

Magazines and rotogravure sections of newspapers are being used for the advertising of Onward Sliding Furniture Shoes, manufactured by the Onward Manufacturing Co., Kitchener. Norris Patterson Ltd., Toronto, have the account.

The Grain Grower's Guide

Monthly Household Magazine Numbers

Proving Popular Feature with Women Readers

FARM papers have always recognized the importance of the woman in the farm home. More so than her city sisters, she occupies a position as partner in the whole farm enterprise. Investigation shows that her influence is felt widely in all the purchases made—for the farm as well as the home. Because of this, most farm journals have devoted considerable space in catering to her particular requirements. To this general work THE GRAIN GROWERS' GUIDE has devoted consistent attention from its inception. For years it has held premier position in the field in the volume of reading matter prepared for direct consumption of women readers, but during the last year it has considerably enlarged and elaborated this service by initiating its Household Magazine Number.

The Guide's Household Magazine Numbers are published on the second Wednesday of each month. While not forgetting its women readers in the other issues it aims, in these issues, to give a wealth of practical entertaining and reading matter of special interest to women.

Correspondence from subscribers and other investigations show that this service is particularly popular with them and the study of our advertising records and testimonials from advertisers show that these issues are increasingly used by advertising space buyers appealing to farm women.

The Guide is the official organ of the Organized Farm Women's Movement in Western Canada and its prestige with its women readers is just as great as with the male members of its reading family. Manufacturers or sellers of any articles of particular domestic or feminine use will find that advertising in these Guide Household Magazine Numbers will bring big dividends in enquiries and sales.

Special investigations have been made regarding present consumption as well as potential sales of most commodities going into Western farm homes. Details will be sent to any manufacturer or advertiser of any special line upon request.

THE GRAIN GROWERS' GUIDE

Head Office, WINNIPEG, Man.

TORONTO 1103 Bank of Hamilton Bldg | MONTREAL QUE Gardenvale P.O | NEW YORK N.Y. 1178 Broadway

Members A.B.C. *Published every Wednesday*

Goes into practically two thirds of all English speaking farm homes in Western Canada.

Over
300 Houses
to be built
In Kitchener
this year

as well as a number of larger buildings.

A big market for building supplies and home furnishings for new homes.

You can reach them best through the

The Daily Record

Member of A.B.C.

Circulation over 6,200

Rates from any recognized agency or direct.

THE NEWS RECORD LTD
KITCHENER, ONT.

WHY

Circulation is a mechanical thing that *can* be bought,—but readers *cannot* be bought. *They* must be persuaded through merit

That is Why

THE DAILY BRITISH WHIG

leads in Kingston
by
1,557

Net Paid Circulation

Toronto Advertising Club Heard Findlay and Sampson

A plea for more white space in newspaper advertisements was made by W. Findlay of the Toronto *Globe* at a meeting of the Toronto Advertising Club on April 6th. He also urged that the adoption of poster effects wherever possible would benefit the agency, the advertiser and the publisher.

"We have too much gothic and too little light cheltenham in our newspaper displays," he complained. The man who insisted on a spread of lawn and flower beds around his house because the artistic effect enhanced his property did not use the same common sense as an advertiser. Because he happened to be buying space instead of land, he felt that he was not getting his money's worth unless every available square inch was crammed with type or illustration. In spite of handicaps due to the speed of the newspaper press, it was possible to get very fine poster effects by the use of stipple backgrounds and Ben Day tints together with a liberal use of white space.

In his address on "What is Good Poster Art?" J. E. Sampson, of Color-Craft Ltd., Toronto, agreed with the previous speaker that the principals of simplicity that mark the good poster should go into newspaper display. It was quite possible to get the equivalent of color effect in black and white.

Posters should have four characteristics —drawing, color, composition and tonality, declared Mr. Sampson. Their full message should be grasped at a glance and should not require the careful analysis that was necessary in studying a gallery painting. In both poster and printed display the meaning should be observable at once. This did not mean that a poster was an incomplete picture. A good poster was always a good pictorial rendering which lost nothing in reproduction. A gallery painting might be described as a scene in a movie play, and a poster was a "close up" of some particular item in that scene. The successful poster always struck that human note to which the majority of humans responded, and it was one of the highest forms of art because it had to embody all the essentials of art in their simplest forms.

The speaker expressed his astonishment that so many beginners amongst art students flew to the poster under the impression that it was the easiest medium. Nothing could be further from the truth. All the big poster designers were painters first, and they knew considerably more of technique than the man who remained a gallery artist.

All publicity—and poster publicity in particular—should have visibility, legibility, memory quality, appropriateness and pleasing quality. Actually there was no such thing as "strong" color or "weak" color. Some strong posters could be composed of low colors with only a touch of strong color. Strong or weak color was a matter of relativity; of how, where, when and why it was used. Judged by these standards, many posters, technically perfect from the art point of view, were failures.

Mr. Sampson illustrated his remarks by exhibiting a number of European and American specimens of the poster art. His use of movable backgrounds of different hues to demonstrate how a change of color made or marred a poster was a particularly valuable lesson for the advertising men present.

✣ ✣ ✣

Instructions have recently been sent out covering new copy for Sunset Dyes, manufactured by the Sunset Dye Corporation Ltd., Toronto. The Morse International Agency, New York, have the account.

✣ ✣ ✣

The Creamola Food Products Co., of Glasgow, who control a very large share of the custard powder trade of Scotland, has recently opened an office at 170 Portland Street, Toronto, to market their lines of custard, jelly and baking powders in this country. At present only trade-paper copy is being used.

✣ ✣ ✣

The Periodical Press of Canada Ltd., 80 Nelson Street, Toronto, are using newspaper copy to feature a prize contest for a name for a new Canadian magazine which will presumably commence publication next year, since the contest does not close until December.

✣ ✣ ✣

The Federal Advertising Agency, Ltd., Hamilton, is now handling the following accounts: A. Coates & Sons, manufacturers of garages, Burlington, Ont.; W. J. Westaway, textile engineers, Hamilton, Ont.; N. Slater & Co., hardware & electrical goods manufacturers, Hamilton, Ont., and Waddell's Jams, Brantford, Ont.

The first printed bulletin issued in connection with the Sixth Census of Canada, taken in 1921, has recently been sent out by the Dominion Bureau of Statistics. It deals exclusively with the population of New Brunswick, and shows that the urban population is 122,228 as compared with 265,648 in the rural districts. The population per square mile is given at 13.8.

✣ ✣ ✣

The British Postal Department, which recently invited tenders for advertisements on postoffice walls, has now launched a new idea for raising revenue by inviting tenders for advertisements on the backs of postage stamps.

✣ ✣ ✣

Copy for Bishopric Magnesite Stucco is appearing in a limited list of Canadian mediums, placed by the C. L. Doughty Advertising Agency, Cincinnati, for The Bishopric Manufacturing Co., Ottawa.

✣ ✣ ✣

The biggest campaign ever put out for Kola Pipes, entirely in newspapers, has recently been sent across the continent by Norris Patterson Ltd. Kola Pipes have secured Dominion-wide distribution in a surprisingly short time. Two new styles are being featured in the new copy.

Overland Using New Type Of Copy

The new series of advertisements recently commenced by Willys-Overland Ltd. strikes a new note in automobile publicity. The general idea back of the copy is to convince the prospect that it does not cost so much to run a car as the majority suppose. The first advertisement carried the headline—"I never thought running a car cost so little". This is followed by a brief itemized budget showing that the average cost of operating an Overland is only $4 per week.

✤ ✤ ✤

The R. Sykes Muller Co. Ltd., advertising agents, have secured the account of the Wm. Buck Soap Co., Brantford, and will shortly be sending out contracts.

✤ ✤ ✤

Street-car cards are being used to introduce a new hair-tonic known as Oliveon, manufactured by the Wm. C. Bealmear Chemical Co., 130 Wellington St. W., Toronto.

✤ ✤ ✤

Copy for H & D Shock Absorbers, manufactured by the Richards-Wilcox Canadian Co., Ltd., London, has been sent out to a large list of newspapers and farm papers by Advertising Service Co. Ltd., Toronto. The campaign is to run until July.

✤ ✤ ✤

A. J. Denne and Company Limited, advertising agents, Toronto, will shortly be sending out copy and insertion orders for the Western Salt Company Limited, Courtright, Ontario, manufacturers of "Purity Salt." This advertiser is using a larger list of newspapers than last year.

✤ ✤ ✤

New instructions for the advertising of Thomas Keating, London, Eng., have recently been sent out by Smith Denne & Moore Ltd., advertising agents, Toronto.

✤ ✤ ✤

The Sydney S. Bowman Co., Montreal, has been appointed advertising agent for Ashbury College, Ottawa, Ont.

✤ ✤ ✤

The Canadian Westinghouse Co., Hamilton, is about to commence a campaign for their "Spark C." spark plug. Instructions will shortly be sent out by the Hamilton office of A. McKim Ltd.

✤ ✤ ✤

Scott Chamberlain Ltd., London, Ont., has changed its name to Scott-McHale Ltd. John J. McHale, who has been in charge of production, becomes a member of the firm. The Federal Advertising Agency, London, has the advertising account, and will shortly place a campaign for this company's Liberty Shoes.

✤ ✤ ✤

Consolidated Advertising Service, Toronto, has recently placed instructions with western dailies for the advertising of Bachelor Cigars, manufactured by Andrew Wilson & Co. This is the first advertising this firm has done in the west for a considerable time.

✤ ✤ ✤

The efforts of the Canadian Department of Trade and Commerce to secure the establishment of branch plants of British firms for this country will be directed in London by Trade Commissioner L. D. Wilgress.

Two Papers Cover P.E.I.

Only one province in Canada can be effectively covered with two newspapers—the smallest, and at the same time, the richest of the provinces—Prince Edward Island. The Examiner, established in 1876, and The Guardian, established in 1887, are old friends among these prosperous P.E.I. people. Both A.B.C. audited.

Guardian & Examiner P.E.I.
CHARLOTTETOWN

Editorial Comparison

Compare the editorial contents of our publications with those in the same trade and field.

A publication that cannot interest t] (reader cannot bring results to its advertisers.

Commercial & Retail Merchants' Review
Western Canada Coal Review
Western Canada Contractor & Builder
Western Lumberman

Full information on request.

HUGH C. MACLEAN WESTERN LIMITED
VANCOUVER WINNIPEG

MONTREAL—TORONTO—CALGARY
CHICAGO—NEW YORK and LONDON

NEW BRUNSWICK

is thoroughly covered by

The St. John Telegraph
AND
Evening Times

The Only A.B.C. Newspapers in the Province

$26,365,810

was the 1921 production in the territory covered by

The Daily News

NELSON

British Columbia

Member A.B.C.

Order Your Copy of the

1922

LYDIATT'S

n Market and Advertising Data

BOOK

NOW

and get the full year's use of it. Bigger, better, and more useful than ever. $5.00 a copy.

From the publishers

"Marketing"

27 E. Wellington Street, Toronto

How We Made Our Letters Better

Continued from page 341

whole instead of specific letters of the individual companies, begin to fly thick and fast. Thus correspondents, realizing how much wind and piffle was being blown their way, and how little specific help they got, soon lost all interest.

Another point, many people who have learned of the success of this particular concern and others like it, have attributed it largely to the booklets or bulletins issued. If the results were not pathetic, as they often have been in many cases, they would offer quite a lot of room for jest.

Too many executives who show splendid judgment in other things, have the damaging idea that all one need do to improve the quality of the correspondence of his concern, is to supply his letter writers with a certain amount of literature regularly.

Nothing could be further from the truth. Booklets and bulletins that work admirably for one concern, often produce no effect whatever in another. The value of such booklets, as this concern found, lies in the fact that they are written *specifically for the very definite needs of that individual institution.*

The effectiveness of correspondence instructions, so far as your individual company is involved, bears a direct relation to the personal and concrete nature of your educational matter. To put it differently, you will find that it is infinitely more worth while to issue three or four booklets, written for your own concern by someone who knows the special nature of your own problems, than it will be to borrow fifty booklets written for another company.

Should there be no one in your concern able to write the necessary bulletins or booklets, you will find it a worth-while economy to hire some consulting, correspondence executive. Have him come into your own plant to size up conditions in order that he may write the kind of bulletins or booklets that your own letter writers will appreciate.

One of the things that has hindered the successful carrying out of Better Letters ideas, is just this. Correspondents have been fed on glittering generalities, and high pressure "Letter writing booklets" intended for no one in particular, and therefore, of very little practical worth for specific concerns.

For that reason, too much stress cannot be laid on the idea of making *your* attempts at organizing your correspondents' letters, directly applicable to the work they are actually doing.

In the next article, we will go into specific details as to just how this one particular company succeeded in "selling" its department heads and correspondents on the Better Letters idea.

In this article we will take up the very important, but by no means simple matter of making the human contact. It isn't an easy matter to get men to give up mouldy ideas and moth-eaten correspondence practices that they feel are good enough. We will try to show, though, how this was actually done, step by step.

✣ ✣ ✣

Do Much to Stabilize Conditions

"As a national advertiser I should value more highly the services of an advertising man familiar with the trade journals in my industry. I am fearful that our manufacturers, merchants, and advertising men do not appreciate the trade publications which are doing so much from a scientific as well as a practical standpoint in stabilizing conditions and working out the many problems existing in their respective fields. When I was Chairman of the Federal Trade Commission I made it a point to have the principal trade papers sent to me regularly. These were read not only by myself but by the entire staff so that we might have a finger on the pulse of the country's industry.

"Advertising agencies placing national and international advertising could well insist on every man in their employ reading the trade journals of the industries of their clients so that they may keep themselves currently informed on the conditions in the businesses for which they are writing copy. I believe in the business journals. I have been closely associated with the work of many and have made a study of them, and I am firmly convinced of the editorial strength and value of many of these publications." Edward N. Hurley.

✣ ✣ ✣

The California Associated Raisin Company has changed its name to Sun Maid Raisin Growers Inc., Fresno, Cal.

✣ ✣ ✣

Copy for the Glidden Co. Ltd., featuring Japa-Lac and Endurance Paint, will shortly go out to daily newspapers in Quebec and the Maritime Provinces. Contracts are being issued by Dominion Advertisers Ltd., Montreal.

✣ ✣ ✣

The Blackman Company, advertising agency of New York, are placing new contracts for Procter and Gamble.

Canadian Woodenware In Demand In Great Britain

Canadian woodenware is in big demand in Great Britain according to information supplied to Mr. A. B. Muddiman, acting trade commissioner in British Columbia who supplies not only lists of articles British consumers need but also the conditions under which they must be marketed.

There is a big market for low-priced library tables and kitchen cabinets of the kind used throughout Canada. If the Canadian manufacturers can land kitchen cabinets in Britain at a price which would allow a retail price of £15 they would find an extensive sale.

Other articles of household requirements for which there is a demand are bookcases, folding tables, desk chairs, tubs, washboards and wooden toys. The Canadian washtub is in great favor in Britain because of its quality.

Likewise, there is an opening in the British market for cricket stumps and balls, cricket bats, wooden spades of all sizes and wooden soldiers, while in the utility field there is a popular demand for Canadian broom handles, towel rollers, rolling pins, wood mats ironing boards, wooden measures, wooden screw taps, ironing boards and chair seats.

* * *

Steps are being taken by the Canadian Manufacturers' Association to urge the Quebec Government to adopt legislation by way of excise tax or royalty to prevent the United States, through the Fordney tariff, taking Quebec's supply of raw asbestos for its own manufacturing purposes and refusing admission of Canadian manufactured asbestos by imposing a prohibitive tariff. Premier Taschereau of Quebec has already been interviewed in this connection, and has promised that the Provincial Government will give the matter close attention.

* * *

Geo. C. Winslow has been appointed sales manager of the Lincoln Paper Mills Co. Ltd., of Merriton, with offices at 112 Bay St, Toronto.

* * *

An unusually attractive and striking poster design is being used on the billboards, advertising Brantford Asphalt Slates for roofing.

* * *

An attractive full page newspaper advertisement for Wincarnis—the famous tonic—appeared recently in Toronto, placed by A. J. Denne and Company Limited, for the proprietors, Coleman & Company Limited, Norwich, England.

* * *

News Columns Insufficient

Political parties are no longer content with the news columns for the presentation of their arguments. Instead, they take paid space where they can say just what they want to say in their own way. Even churches, schools, libraries and boards of public health are finding the advertising columns their most accurate interpreter.

Substitutes

Brown paper impersonates leather.
And pussy as sealskin is furred,
And many a fine ostrich feather
Was grown on a different bird.

They'll visit Quebec this year

In Quebec They Read the Ads— Then Buy

OVER 250,000 of them--tourists,holiday makers, pilgrims to St. Anne's Shrine, globe trotters, business men — all coming to Quebec, Canada's Home of History and Vacationists' Mecca. All in happy, free-spending mood. This is what affords circulation plus for those who invest in Telegraph advertising.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

Results Retain Advertising In *The London Free Press*

There is no substitute for "results" Once an advertiser has tried and tested the pulling-power of a newspaper he naturally continues to use that paper. He will accept no substitutes.

Most advertisers in *The London Free Press* are in exactly that position. They have discovered by practical test that The Free Press will pull results for them in the Western Ontario territory.

New advertisers who seek to cultivate the rich trading district around London will do well to place their copy where most advertisers do—in the paper which during the past 70 years has built for itself unrivalled prestige.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

QUEBEC FARMERS LEAD AGAIN

While his Ontario fellow workers have an average of $1050 to spend out of the 1921 field crop—the Habitant derives $1367 from the same source. Go after that surplus $50,000,000 through the medium of

Le Bulletin des Agriculteurs

French Canada's Leading Farm Weekly

Are Your Salesmen Finding Business Poor?

Prospective buyers are wary and difficult to interest these days, and much time must be spent with each one before an order is booked.

Why not do this missionary work by Direct Mail Advertising? An attractive folder or booklet will open up new prospects, create a desire for your product, and make it easier for your salesmen to close. The saving made in their time alone will more than repay the cost.

We will gladly assist you in the preparations of single pieces or assume responsibility for a complete direct mail campaign.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

New Customers For You

You are striving to get new customers, to reach the men and women who are starting business with fresh capital.

Every day in the week (Sundays excepted) names of persons starting new businesses are added to Wiggins Systems Mailing Lists of Western Canada.

You can get in touch with the new firms as well as the old—AND GET THEIR BUSINESS—through the medium of our Mailing Lists.

We believe you want the best to be had in Western Canadian lists. You can get that service if you will write or wire us and say what classifications you require.

Send off a message right now and reap your reward in new business—that puts up real money.

WIGGINS SYSTEMS LIMITED
Complete Direct Advertising Service
500 Coca Cola Bldg.
Winnipeg
Canada

MARKETING BY MAIL

Items from the experience of advertisers relating to sales literature, letters, etc., compiled and condensed from current sources

The Kick in the Envelope

A firm manufacturing canvas for coat fronts has paid a great deal of attention to the return cards they send out with their direct-mail-advertising. Realizing that the percentage of returns is in direct ratio to the ease with which the prospect finds himself writing his name on the dotted line, they have reduced the "kicker" to the simplest language. Printed in two colors on a plain Government postcard they placed this legend.

> Yes, send without cost enough CANVAS to make up a test garment—if it's all you claim we will place a trial order.
> Firm.. ....
> Address.... ....

The Multigraph Sales Company have adopted a similarly simple kicker. An attention-getting illustration of a man hoarding a roll of money is printed in orange. Immediately below, printed in black, are these words:

> I have been interested in how others have made money with the Multigraph. Now tell me how I can do it.
> Name..... ... .
> Address.. ....

In the bottom left hand corner of the card is this important notice—"Printed on the Multigraph."

Utilizing the Time Element

It is often possible in the case of certain kinds of products to make the advertising seize upon "the psychological moment" when the prospect is most in the humor to listen to your story. The manufacturers of a washing machine, for instance, have recently got a good percentage of enquiries from a well-printed folder timed to reach prospects on a Monday night. This piece of literature pictured wash-day in all its horrors; the house filled with the odor of suds; the housewife debilitated and untidy; the supper hastily thrown together on the kitchen table. Contrasted with this was a picture of the lady of the house—neat, trim and blooming—finishing up her washing with a machine and having plenty of time to tidy the house and prepare a regulation meal.

"Does Wash Day Leave You and Your Home Looking Like This—or Like This?" was the question asked by the folder, and it proved the most effective piece of salesmanship in a large campaign confined to wives of men earning less than forty dollars a week.

Rubber Stamps Spoil Folders

Among the reasons for the failure of a certain attractive folder printed as a "dealer help" by a large manufacturer of toilet articles, it was found that the blurred, indistinct and uneven impression of the dealer's rubber stamp was glaringly out of harmony with the quality of the mailing piece, was often hard to read, and failed to get over the local appeal which the druggist's name should have given it.

If the folder had been enclosed in one of the druggist's own envelopes, or had been accompanied with his printed card, or had he gone to the slight expense of having his name and address *printed* in the place provided, the returns both to himself and the manufacturer would probably have been much greater. Unless properly localized the folder designed for such duty is almost bound to be a failure.

Careful Reading Pays

You have had this experience over and over, and you know how you feel about it. You write about something and you get a partial reply. One matter that was asked about was overlooked. Your correspondent had read your letter hastily and was accordingly only half-way prepared when he replied. Or something that he wrote he was enclosing or was sending separately was missed by the stenographer or the mailing room. So you wrote again, and then the other man wrote again and said he was sorry for the oversight. Two extra letters; altogether, three letters where one was sufficient. Two-thirds of the time, the postage and the stationery all for nothing in this day "of the high cost of working." The illustration is taken from the other fellow's misdoings, but how many times a week, in the correspondence that you are responsible for, are letters so hastily read that your reply does not really answer? In your desire to be concise, are you so brief that the other man does not feel that you gave his first letter enough consideration and writes again? How often do you fail to give the detail that would enable the one at the other end to understand, and thereby make further explanation unecessary? Are enclosures ever overlooked thus entailing another letter from your correspondent and from you?

Completing the Half Sale

Every enquiry is a half sale. It means that attention has been paid and interest aroused. The next steps, creating desire and closing the sale, are the business of the correspondent who replies. Prices being equal, the best letter will get the order. Even where there is a disparity between competing prices, the writer whose product costs more but who puts real salesmanship into his letter will secure the business. It is always easy to get many good enquiries from advertising, but to nurse these along into orders is a man-size job that calls for real salesmanship.

WHEN competition starts to rip the life out of you it is usually because the shoe pinches somewhere. It is fine and big to look upon it as a compliment to your success. When it, however, becomes known unmistakably that others are resorting to untrue statements, which many believe to be facts, and which doubtless cost you legitimate sales of legitimate merchandise, you begin to realize that there is a problem to be confronted.

One of our clients markets his products to quite an extent out in "Main Street"—one agent in a town. "Main Street" gossip resulted, as it always does.

To learn how we went about it to set the minds of the people right and kill this gossip, call the Merchandizing Department of the Southam Press, Adelaide One-two-four-five.

Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In board cover, $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
Toronto

Newspapers Chief Contact With Home, says Thornton Purkis

"Business men today are too prone to imitate others in advertising. They spend thousands of dollars on space and nothing on an idea." This was the opinion expressed by Thornton Purkis, Toronto, during an address on "Making Advertising Pay," before the Young Men's Club of the Board of Trade recently.

Mr. Purkis believed that courage was the quality most essential to success in advertising and illustrated his point. During the war, he had occasion to submit ideas to a committee of bond dealers and newspapermen respecting advertisements for the Victory Loan campaign. The greatest difficulty was experienced in securing the approval of the committee, where new departures in advertising were suggested.

The speaker covered the fundamentals that had to be considered if advertising paid, and applied them to the manufacturer and the merchant who were trying to secure the greatest demand within a reasonable time with a reasonable profit in view. The average man was rather apt to scatter his energies and a great many wished to make a national impression while they did not have the money to sustain it. Study of competition, the given trade in a territory, the chances of holding the trade gained and the amount of capital expenditure that could be put into a campaign, Mr. Purkis was convinced, was the method to be followed. Success might result in three years, not before then, if the advertiser had courage to continue spending money.

Newspapers Essential

Of the four basic media, newspapers, billboards, street cars and direct advertising, the only one that justified the cost was the newspaper, said Mr. Purkis. The newspaper provided the only point of contact between the manufacturer or business man and the home. The value of the daily newspaper, the most flexible thing in the world, lay in the fact that it was a universal medium which people were trained to read and in many homes it alone provided the connecting link with the outside world, except one day each week when the housewife went shopping. Billboards and street car ads. were good media for gum, ice cream, chocolate, etc., to attract certain classes. The difference between advertising and publicity, said he, was the story told in a newspaper and on a billboard.

In dealing with the advertisement itself, Mr. Purkis stated the onus lay upon the author, who had to write advertising copy that would successfully compete with the news items beside it in the newspaper. In this regard, too many men did not see the advertisement through the eyes of the buyer. "What you say and how you say it, makes the advertisement," he said.

Good advertising contained human interest, atmosphere, and an appeal to vanity and selfishness, he continued, mentioning striking examples, such as the art work by Coles Phillips and others. The appeal to vanity was quite evident in the advertisements of United States clothing, soap and perfume manufacturers, while the selfishness displayed by the public was shown in bargain sales and in bucket shops where nearly all the worthless stock was sold to people of selfish interests.

* * *

W. R. Davis, proprietor of the Mitchell, (Ont.) *Advocate*, died on March 27, on the eve of his 60th wedding anniversary.

Toronto Business Men Boost Made-in-Canada Goods

The best means of advertising and selling Canadian-made goods was the subject discussed at a meeting of the publicity secretaries of the various Business Men's Associations of Toronto held a few days ago.

John M. McIntosh, secretary of the Toronto Branch, Canadian Manufacturers' Association, Inc., the speaker of the afternoon, dwelt at length on the promotion of the use of goods of Canadian manufacture or production. He pointed out that the growth of present-day large industries can be traced back to crude beginnings, and the promoters had to sell their goods in a market hitherto supplied by foreign manufacturers The made-in Canada idea originated with the organization of manufacturers, who had to overcome the prejudice in the mind of the buyer of the goods of foreign manufacture with which he had had experience.

O. C. Pease, travelling secretary of the C.M.A., gave an outline of the various advertising shows and exhibitions of made-in-Canada goods recently held throughout the Dominion, and pointed out that the new Federal Government through the Purchasing Commission, is said to be making strict discrimination in favor of Canadian goods and products. All the coal burned by the Government at Ottawa for instance will henceforth be mined in Canada.

A resolution, moved by Alderman W. A. Summerville, and seconded by W. G. Hay, Parkdale, was unanimously adopted as follows: "That the educational authorities be requested to place in the curriculum of Public and Separate schools the teaching of the value of made-in-Canada goods."

* * *

The Montreal Publicity Association has recently forwarded to Ottawa a resolution strongly recommending the restoration of pre-war postage rates, claiming that correspondence and direct-mail-advertising has been curtailed to such an extent as to defeat the purpose of the existing rates.

* * *

Customs, excise and sales tax revenue collected in Toronto for the month of March showed a gain of $782,089 over the same month in 1921, and an increase of $1,003,770 over February of this year.

* * *

The Regal Tire & Rubber Co., Montreal has been absorbed by Red Arrow Tires of Quebec Ltd.

* * *

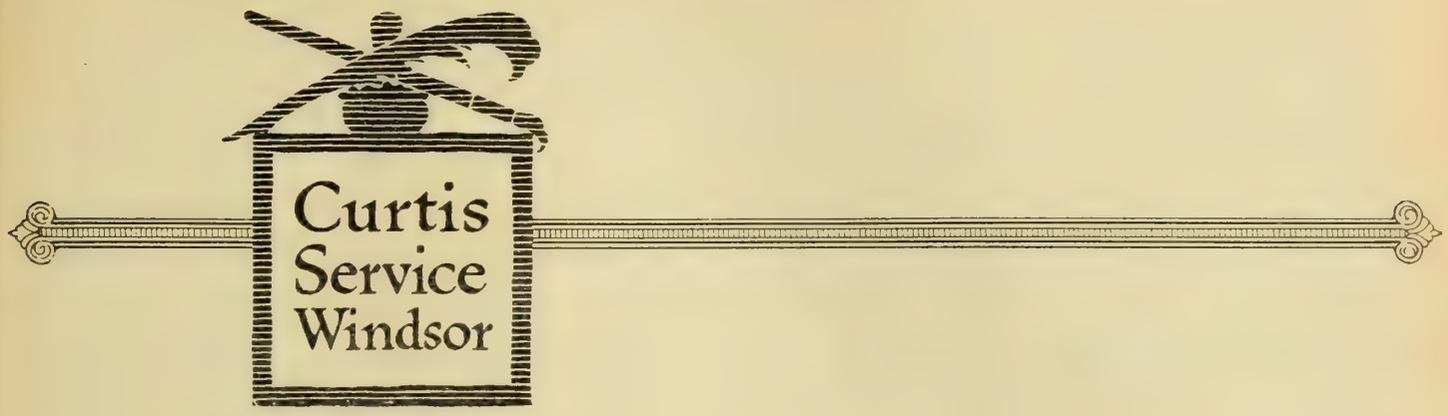
Canadian bank clearings continue to show smaller decreases as the months pass. The decline during March was only 10 per cent. as compared with March 1921. Toronto, Windsor, Kitchener and Winnipeg were the only cities to show increases during the month.

* * *

The A. H. Lewis Medicine Co., has moved its plant from Smiths Falls to Windsor, Ont.

* * *

The American Steel Wool Mfg. Co., 9-13 Desbrosses St., New York City, is using trade paper space in Canada to announce a prize contest for dealer displays of American Steel Wool or Abrazo, an aluminum cleaner.



In Windsor?

A great many people say that with an interrogatory inflection.

As though advertising, which with us is *merchandising*, can only be produced in a hot bed of printers and engravers.

No thank you?

We prefer to be off in a corner, if need be, where we are free to think for ourselves—to plan, to visualize, conceive and work!

For we have something besides engravings to offer. We are not dickering over the running time of a printing press. Art work is not our staple in trade.

These are the subsidiary tools of the trade. They are to us what the make-up box, the grease paint, and the wig are to the actor—the incidentals of a great art.

They are the means to an end—not the crowning achievement in themselves. Our effort is directed solely,to the subordination of the others, upon *intensive sales development!*

Away off in Windsor? Nonsense.

A little island in the sea, off a great continent, is the arbiter of all nations, the dominating genius of the world, and the centre of world politics.

Advertising Service is not an "around the corner to the nearest drug store" proposition.

THE CURTIS COMPANY LIMITED
WINDSOR, ONTARIO

TORONTO OFFICE : 1005 EXCELSIOR LIFE BLDG.

CURTIS

WHEN

are you going to give more attention to your letters?

When you do you will probably find that you need better and more detailed multigraphing service. We are equipped to relieve you of all details with regard to Multigraphing, Mimeographing, Direct-Mail Advertising, Mailing Lists, Public Stenography.

Page Steno-Service

Room. 605, Continental Life Bldg., 157 Bay Street, TORONTO

Phones—Main 830 (Evgs.)Park 4876W

Your Printing

It will not cost you any more to have it attended to by one who specializes in the planning, writing, illustrating and placing, of advertising. My connections with the better printers enable me to give this service. If you are contemplating a new Catalogue, Booklet, Folder, Sign Display Stand, etc., let me know of your needs.

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Operations Carefully Timed

Give us the date of first insertion in the Victoria, B.C. papers—the furthest distant point—and we can time the operations necessary for a full schedule throughout the Dominion with a minimum of expense. Perfect plates, errorless consignments and certain insertions result from Rapid service when reasonable notice is given.

THREE COMPLETELY EQUIPPED PLANTS

Montreal	TORONTO	London
54 Juror St.	185 Richmond St. W. Head Office	209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

Using Page Copy to Advertise Advertising

A striking series of page advertisements is being used by the Toronto *Globe* to advertise advertising. Unlike most newspaper publicity this series is broadly concerned with the value and power of advertising in a general sense. One piece of copy, headed "That Message to Garcia," reads in part as follows:

"The public have forgotten that President McKinley's message was carried by a soldier named Rowan.

"With courage, perseverance and heroism, he fought his way through, and placed the message in its destined hands—those of Garcia, the Cuban insurgent ...."A Message to Garcia" is the title of an immortal product of Elbert Hubbard, which has been printed in forty languages and circulated over the world in numbers exceeding fifty million copies ....So Garcia, being advertised, is world renowned; Rowan—forgotten. The incident proves the glorious power of publicity."

Another advertisement, headed—"The Priceless Ingredient" opens as follows:

"If you would buy wisely, you will consider well the good name of him whose products you buy. The *priceless ingredient* of every product in the marketplace is the *honor and integrity* of the maker.

"The manufacturer who *advertises* has confidence in his product. He puts his name on it, and invites the people by hundreds of thousands, to *test his honor and integrity*."

* * *

Hay Stead, veteran cartoonist and special writer, now associated with the editorial staff of the Winnipeg *Tribune*, was elected president of the Winnipeg Press Club organized last month with a membership of 70.

* * *

The Dexter Lock Co. of Canada, a subsidiary of the National Brass Co. of Grand Rapids, has been organized to manufacture this firm's patent door locks for distribution in the British Empire. The new firm will locate in Hamilton. O. W. Cook, president and general manager, was formerly with the Canadian Cartridge Company.

* * *

Among the many signs of reviving confidence among advertisers it may be noted that the use of color pages in Canadian magazines is showing a marked increase. The color investment in the April issue of *Everywoman's World* is said to be the largest in Canadian magazine history.

* * *

W. R. Campbell has been appointed first vice-president and treasurer of the Ford Motor Co. of Canada, succeeding Gordon McGregor who died recently. Mr. Campbell was long associated with the late Mr. McGregor, even before the Windsor plant was founded.

* * *

F. D. Waterman, president of the L. E. Waterman Co. Ltd., recently addressed the advertising class of the Montreal Central Y.M.C.A. on the value of regular and persistent advertising. He expressed a belief in the value of frequent use of small space as compared with larger but spasmodic displays.

A.B.C. Takes New Vote On Free Publications

The board of directors of the Audit Bureau of Circulations has declared the previous vote on the question of free distribution papers to be indecisive, and a second postal ballot has been sent out to members, bearing the following query: "Are you in favor of the Audit Bureau of Circulations having in its membership publications whose circulation, under the rules of the bureau, is free?"

* * *

During the fiscal year 1920-1921 the Canadian Government spent $183,656 in newspaper advertising throughout the Dominion, according to a report just issued by the Dept. of Public Printing and Stationery. This total compares with $235,663 in 1919-1920 and $622,197 in 1918-1919, the latter figure including advertising expenditure in connection with the 1918 Victory Loan.

* * *

Lukin Johnston, editorial writer for the Vancouver *Province*, has been elected president of the British Columbia Institute of Journalists, a body of eighty professional writers who aim to raise the standard of journalism in that province by educational training.

* * *

George H. Phelps has left the advertising department of Dodge Brothers to open the Phelps Advertising Co., of Detroit, and will handle the advertising account of Dodge Bros., previously in the hands of the MacManus agency.

"Once a Customer
—always a Customer"

THIS explains in a sentence the remarkable growth of our Job Printing business. We have satisfied our customers and they have stayed with us and recommended us to others. Try us, and you will be satisfied to continue sending us your work.

THE
COMMERCIAL
PRESS

51 Wellington W., Toronto

What a Dennisteel Cabinet Does For Your Office

The Dennisteel Cabinet provides a place for stationery, supplies, books, etc., that keeps them from dust, vermin and fire danger.

It utilizes little space, yet provides plenty of room for the storing of the supplies required by most offices. Above all, it promotes system. When you have your office books and supplies in a Dennisteel Cabinet you know just where to lay hands on them.

Dennisteel Cabinets are a handsome article of office furniture. Shelving and pigeon-holing can be arranged for individual needs.

Standard finish of olive green. Can be finished to harmonize with other furnishings if desired.

WRITE FOR FOLDERS TO

Halifax
Montreal
Ottawa
Toronto

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON

Hamilton
Windsor
Winnipeg
Calgary
Vancouver

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING
READY SET NEWSPAPER PLATES
DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED
F. DIVER, PRESIDENT
110-114 YORK STREET, TORONTO

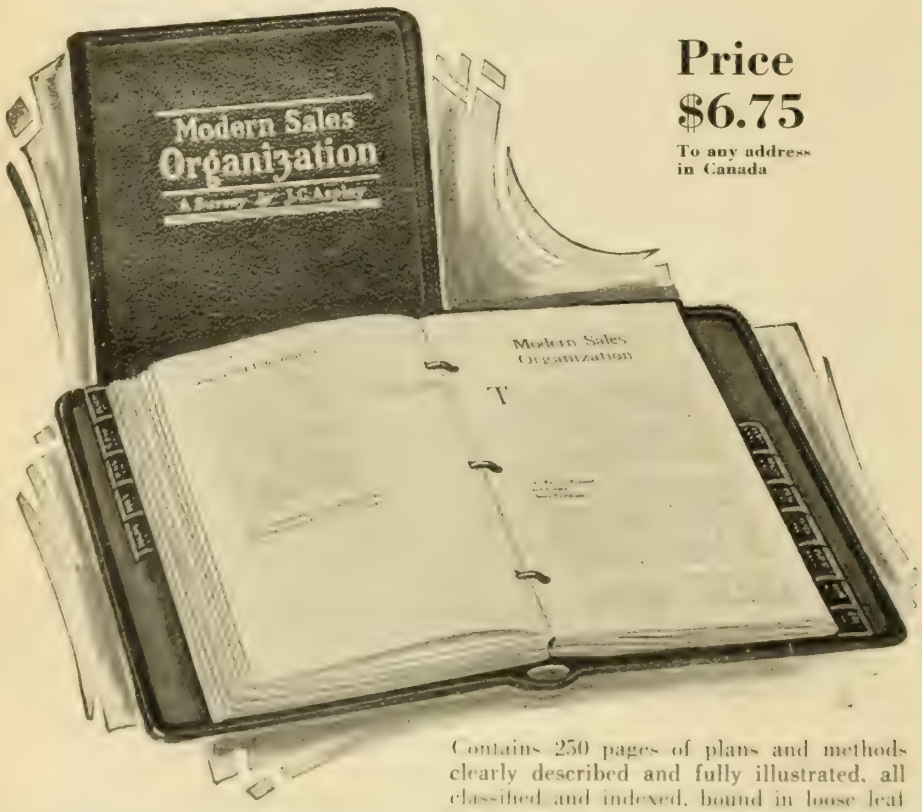
ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

How Can We Strengthen Our Sales Organization?

THIS is the problem that faces every competent sales manager constantly—never so urgently as now. Yet comparatively few executives seem well informed on the strategics of sales organization—particularly regarding the many advanced plans of organization which have developed during the past couple of years. Many sales departments have no particular scheme of organization. They "just grew!" Better organization might greatly reduce selling cost.

To this end a survey has been made of all that is up-to-date and best in sales organization. *All* the information gathered may not be useful to you—but some of it is sure to prove of immense value. To gather the data required a year's time, several hundred interviews, returns from over 2,000 questionnaires and the co-operation of 800 sales executives. Thus you can secure cheaply the results of selling experience which others have paid dearly to learn. A single plan or idea, taken from any one of the ten sections, if adapted to your business situation, may help you double your sales in the next twelve months.



Price $6.75

To any address in Canada

Contains 250 pages of plans and methods clearly described and fully illustrated, all classified and indexed, bound in loose leaf form

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How various concerns handle inquiries so as to make sure that salesmen get the most out of them. How to organize a statistical and sales research department with small expense.

No "bunk" in this book. Filled with facts from actual experience. Send for it and satisfy yourself that it is what you need. On approval to responsible firms.

Other books, reports, etc., for sales managers fully described in our 24-page catalogue, free on request.

"Marketing" 27 E. Wellington Street, Toronto

Announcing The Opening of our New Plant

in Bridgeburg, Ontario, Canada.

For the Toronto World we are printing an eight page Rotogravure Supplement.

THE BUFFALO GRAVURE CO.
INCORPORATED
BUFFALO, N.Y.

THE DOMINION GRAVURE CO.
BRIDGEBURG, CANADA.

On-the-Spot Evidence

THE medium selected by advertisers who are on the spot is the medium that national advertisers prefer. Aside from publishing four times the number of classified advertisements carried by its contemporaries, The Halifax Herald and The Evening Mail are the only Halifax papers selected by such important local advertisers as:

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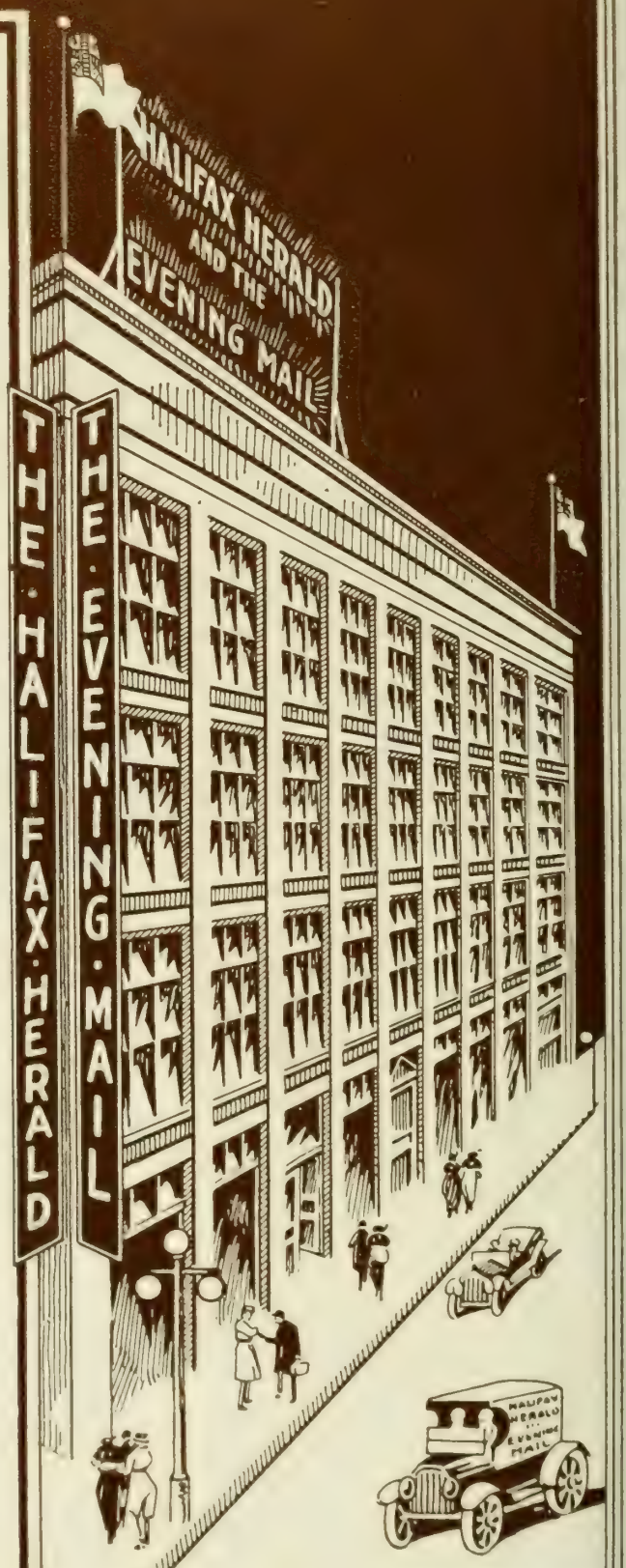
SCOTIA PURE MILK
BEN'S BREAD
ACKER'S THEATRE
SANBORN'S FURS
WINTER'S LADIES' WEAR
ORPHEUS THEATRE
ROYAL PRINT AND LITHO
THE TARRY INN
CARLTON HOTEL
THE ROSERY
DOMINION MOLASSES
MARITIME DENTAL PARLORS
BRANDER MORRIS CO.
STERN'S DEPARTMENT STORE
NEVILLE CANNERIES
DARTMOUTH COAL AND SUPPLY
SANFORD'S MARKET
KENNEDY'S WOMEN'S WEAR

They use The Halifax Herald and The Evening Mail exclusively because they know they cover the field completely and at the lowest cost.

The Halifax Herald
The Evening Mail
The Sunday Leader



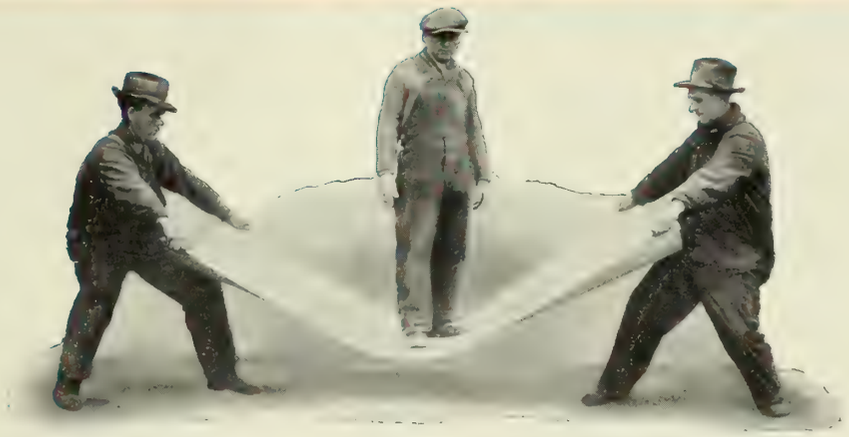
Volume XVI.
Number 9

TORONTO MAY 1st, 1922

10 Cents a Copy
$1.50 a Year

Marketing and Business Management

Edited by
W.A.Lydiatt



A Test of Service-Ability

AS an illustration of a belief of ours that an Advertising Agency should serve its clients in many more ways than merely filling space with good copy and design, we cite the case of our new client, the manufacturer of Ten Test Solid Fibre Board.

Our first service to this client was to originate a Trade Name and a Trade Mark. Next we designed and wrote "copy" for a 32 page book to be distributed by an Advertising Campaign—then prepared the Advertising Campaign.

Selling the serviceability of a comparatively new product, on a highly competitive market, in a way to secure immediate returns, was a welcome test of our Service Ability.

This test has proved (by a constant stream of enquiries for the book mentioned in the Advertising of Ten Test Solid Fibre Board, and by a steady increase in sales) just how profitable the right kind of Service can be.

Does the Service you are receiving measure up to *your* idea of what Service should be? If not our address is

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

70 McGill College Avenue, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

Posters and Neilsons are very old friends. The various striking Neil-son Poster designs which have appeared on the Boards for years are largely responsible for the wonderful popularity of Neilson's Chocolates, "The Chocolates that are different." The reproduction appearing on this page is one of their latest, and very popular with both grown-ups and the kiddies.

WHERE your sales need most help—that is the spot where you need advertising. With posters you can "territorize" your advertising.

You can plan dominant publicity in the districts where you most need it. You know where it goes. You can charge it up by territories against your sales.

And what is more, you can prove to the dealers in each territory that you are backing them up with big, tangible, on-the-job advertising that nobody can miss.

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OF CANADA

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When 95,000 Must Be Compared With One and Two Millions

95,000 national magazine circulation in Canada, on a per capita basis, is equal to at least 1,500,000 in the United States.

MacLean's 95,000 gives a big general covering of town and city circulation, plus a highly selected farm circulation. It provides the tremendous influence of the "leadership" families in every city, town, and village right across the Dominion, together with the most prosperous and progressive farmers in each trading territory; and constitutes a service which is not equalled or even approximated by any other general publication in Canada.

Reaching Every Tenth Home

In every village, town and city up to 60,000 population in the English-speaking provinces of Canada, MACLEAN'S MAGAZINE reaches, on the average, better than every tenth home. In practically every instance, this tenth home reached by MACLEAN'S is one of the well-to-do and important homes of the community—and in three cases out of every four it is the home of an automobile owner.

In the few cities we have in Canada of over 60,000 population MACLEAN'S gives a large proportionate covering of the most well-to-do and influential element. **No single publication in Canada reaches as many automobile owners as MACLEAN'S.**

An Interesting Comparison

The registration of automobiles in the United States is over 9,000,000. Saturday Evening Post circulation is 2,250,000 or approximately one-fourth of the automobile registration.

The registration of automobiles in Canada is slightly over 400,000. MACLEAN'S circulation is 95,000 or approximately one-fourth of the total automobile registration—an almost exact covering ratio.

For the advertiser wishing to develop Dominion-wide sales, national standing, and a quality reputation, MACLEAN'S offers circulation, plus prestige, plus buying power. Is the first publication to use and the broad base upon which to build successful campaigns in this country.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked of Publication In Canada

The MacLean Publishing Company, Limited, 143 University Ave., Toronto, Ont.

ARCHER
The
ARROW COLLAR

INTRODUCTION FOR SPRING AND SUMMER IS A COLLAR MADE IN A NEW WAY - A LIGHT FLEXIBLE COLLAR THAT IS NEW IN STYLE & VERY COMFORTABLE IN WEAR

CLUETT, PEABODY & CO. OF CANADA, LIMITED.

FRD

The above is a reproduction of an Arrow collar advertisement which appeared in the April issue of MEN'S WEAR REVIEW. Coated paper is used throughout in this publication, ensuring perfect color work, clear illustrations and attractive printing. If you have goods you wish to advertise to the retail men's wear trade, get in touch with

TORONTO
143-153 University Ave.

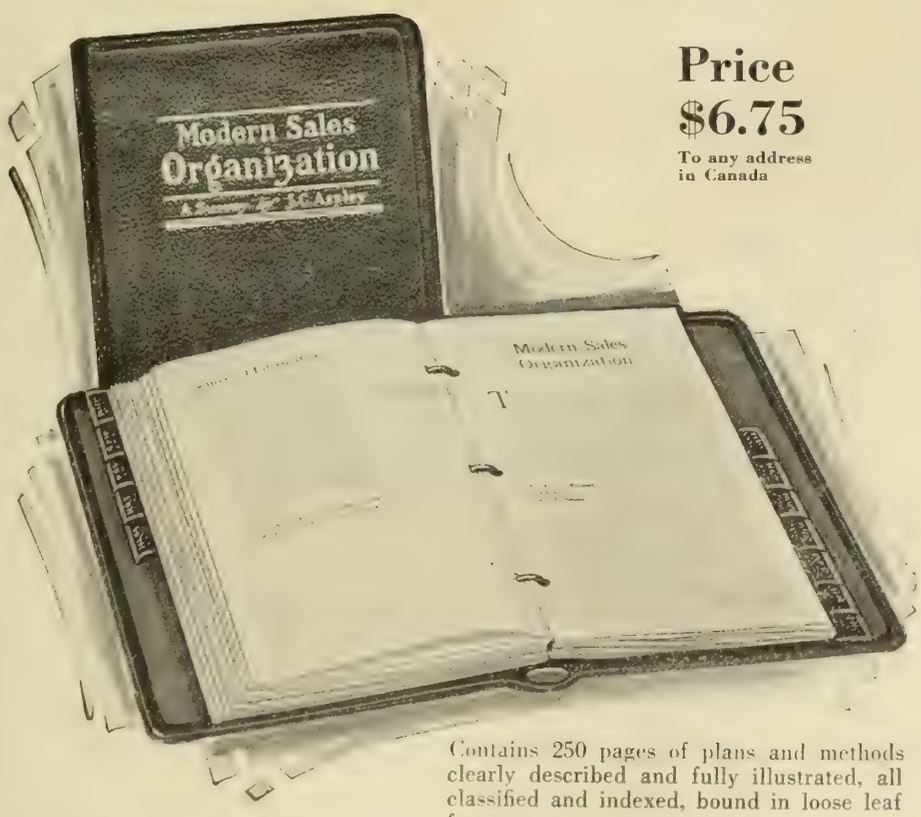
Men's Wear Review

MONTREAL
128 Bleury Street

How Can We Strengthen Our Sales Organization?

THIS is the problem that faces every competent sales manager constantly—never so urgently as now. Yet comparatively few executives seem well informed on the strategics of sales organization—particularly regarding the many advanced plans of organization which have developed during the past couple of years. Many sales departments have no particular scheme of organization. They "just grew!" Better organization might greatly reduce selling cost.

To this end a survey has been made of all that is up-to-date and best in sales organization. *All* the information gathered may not be useful to you—but some of it is sure to prove of immense value. To gather the data required a year's time, several hundred interviews, returns from over 2,000 questionnaires and the co-operation of 800 sales executives. Thus you can secure cheaply the results of selling experience which others have paid dearly to learn. A single plan or idea, taken from any one of the ten sections, if adapted to your business situation, may help you double your sales in the next twelve months.



Price $6.75
To any address in Canada

Contains 250 pages of plans and methods clearly described and fully illustrated, all classified and indexed, bound in loose leaf form.

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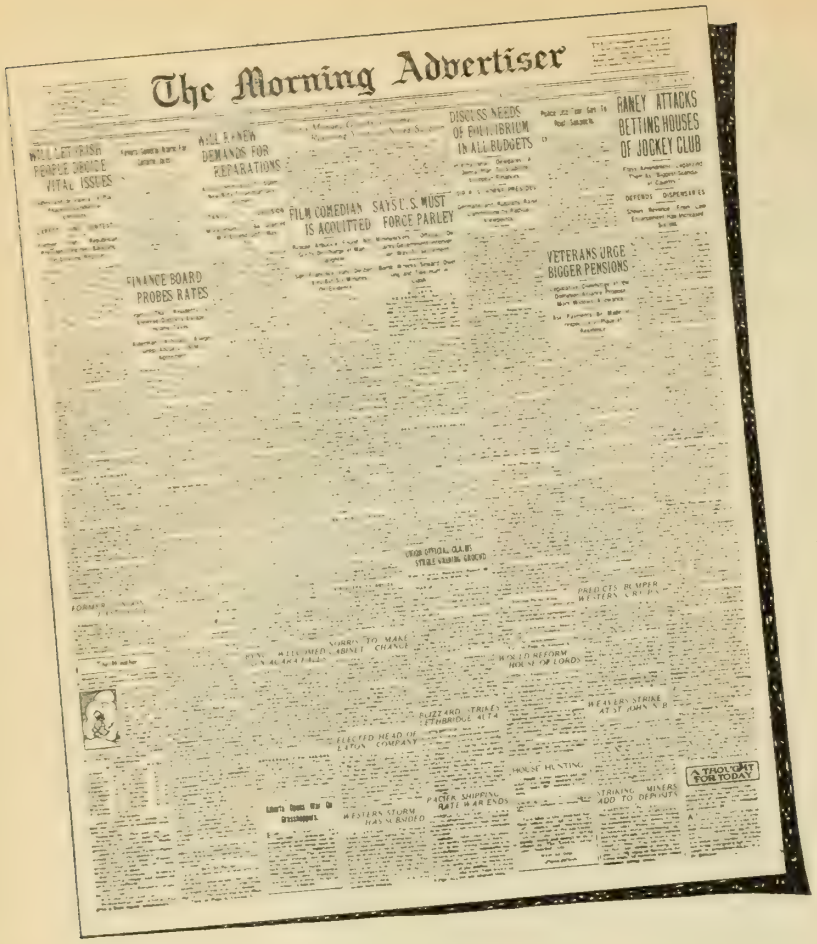
"Marketing" 27 E. Wellington Street, Toronto


The Morning Advertiser
WILL LET IRISH PEOPLE DECIDE VITAL ISSUES
ASK 8 NEW DEMANDS FOR REPARATIONS
DISCUSS NEEDS OF EQUILIBRIUM IN ALL BUDGETS
HANEY ATTACKS BETTING HOUSES OF JOCKEY CLUB
FILM COMEDIAN IS ACQUITTED
SAYS U.S. MUST FORCE PARLEY
VETERANS URGE BIGGER PENSIONS
FINANCE BOARD PROBES RATES
A THOUGHT FOR TODAY

Introduce your product along with ours into over 30,000 Western Ontario homes. The opportunity is offered you every day.

We have an attractive package, too!

THE front page of The London Advertiser is equivalent to the package in which a manufacturer puts up his goods. We publishers are manufacturers in the same sense that you are. We produce and merchandise a manufactured article.

Unlike your product ours must be changed every day; must be sold afresh every day; That is why it is very necessary that we should have an attractive package—a bright, clean, gripping front page.

Our product reaches over 30,000 homes in Western Ontario every day. In every issue there is space for a message about ***your*** product.

LET'S GET TOGETHER!

The London Advertiser

MORNING and EVENING

London Ontario

J. BIRNIE SMITH
Advertising Manager

H. L. GARNER
Service Manager

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

Or any recognized Advertising Agency

IN the last few years "dealer co-operation" has become almost a fetish among national advertisers. Thousands of dollars have been spent on dealer helps and a constantly growing percentage of the salesman's time has been spent in getting the dealer to accept and display such materials. Dealers everywhere have been literally swamped with colored pasteboard. Carloads of cut-outs, show-cards and other display matter have been wasted every year.

Many firms are now attempting to minimize the waste. Some of them are doing so by convincing the dealer that these things cost real money. A few have succeeded in making dealers actually pay for "helps"; others have varying methods of impressing the merchant with the obvious worth and utility of their display material.

A reader of MARKETING who has become vitally interested in this problem and has evolved a plan now used by his firm to reduce indiscriminate distribution of dealer helps, recently suggested an article which would review the various systems employed in this regard. The article, which contains the details of his own plan, and many others, will appear in MARKETING very shortly.

Another article soon to appear deals with the relation of Selling and Costing. Instances are given with elaborate tabulations, of how quotas are established and selling costs reduced by the expedient of figuring costs a year ahead and so planning every dollar of expenditure that it will return in the form of increased sales.

The methods adopted by a large clothing house to meet extraordinary selling conditions with out-of the-ordinary tactics provides the meat for still another article that will be published shortly. The crux of the matter in this case was a distinct change in the sales literature of the firm in question. The story of how a specific situation was met with an unusual sales booklet makes interesting and instructive reading.

Many other interesting articles are in preparation. A great deal of time and expense is involved in gathering worth-while material, and we are glad to direct our inquiries along lines of greatest service to our readers. Tell us your problems, and we will endeavor to gather information of special value to you.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Published on the First and Fifteenth of Each Month by
MARKETING PUBLISHERS LIMITED, Toronto, Canada

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $1.50 a year; elsewhere $2.00. Payable in advance. Single copies 10 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

The Advertising Route To Western Ontario

The majority of new advertisers who enter the Western Ontario field choose as their medium *The London Free Press.*

The selection rests, no doubt, upon the reputation this paper has enjoyed for more than 70 years as the foremost newspaper in this territory.

It is the paper that has come into the home for generations — was read by great grand-dad, grand-dad and now by dad himself.

The successful advertiser seeks the "home" medium in every territory. In London and Western Ontario the *Free Press* holds this enviable position.

Once an advertiser is introduced into our columns he continues to use the *Free Press* for the full run of his copy. Results retain business for us.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

MORNING AND EVENING EDITIONS *MEMBERS A.B.C*

LONDON
Canada

Branch Offices—

MONTREAL - -	E. L. McArthur	- - - 232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall -	- - - 341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Walter E. Gunn
Advertising Manager

Ask any recognised Advertising Agency

SEMI-MONTHLY
MAGAZINE
OF CANADIAN
BUSINESS

Marketing
and Business Management

TEN CENTS
A COPY
ONE-FIFTY
A YEAR

Vol. XVI. MAY 1st, 1922 No. 9

GRAPHIC PRESENTATION OF SELLING POINTS

Glittering generalities too common in advertising copy. Not enough to describe a thing as "best": public wants to know why. Some current Canadian examples of the definite and specific in advertising argument

By J. L. Love

HAD Burns been content to write of the haggis merely that it was the "great chieftain o' the puddin' race", and leave it at that, he would have paid that mess of rich and varied feeding a sonorous compliment, but he would not have sold it to his countrymen who foregather around the festive board each year on "Burns' Night" when the "honest, sonsie face" of the haggis is the crowning glory of the feast.

Burns excelled as a poet because he scorned "glittering generalities" and sang of obvious and homely things in a natural way. By the same token he would have excelled as a copy-writer. His observation,

"Mark the rustic, haggis-fed,
The trembling earth resounds
his tread,"

is a piece of reason why copy calculated to make cereal breakfast food panegyrists turn green with envy. What Burns has to say about plain oatmeal is sufficient to make these gentlemen despair of their exhausted vocabularies. His "Address to the Haggis" is a masterpiece in the art of advertising where there is "nothing to advertise", and it has sold that shapeless conglomeration of strong meats both to the dyspeptic and the leather-lined amongst the devotees at the shrine of Scotland's national poet. As Burns describes it, and dwells on the dews of fat that protrude "like amber beads" through the pores of the skin in which the pudding is encased, the reader indeed agrees with the poet that the haggis deserves a grace "as lang's my airm!"

It is this faculty of exactly and attractively *describing* that has enabled poets and copy-writers to achieve fame and fortune. Clever sales stunts and campaigns have sold their thousands, but the simple gift of simply presenting and describing the essentials, or "selling points" of a product has sold its tens of thousands.

Bombast and Blarney

More than ever today an advertisement must shun the "glittering generality" like the plague, and get down to the brass tacks of concrete and appropriate facts tellingly and pleasingly presented. Copy that is merely of the "Great cheiftain o' the puddin' race" type, and nothing more, is n't going to sell either push carts or limousines. It is not enough to describe a thing as "best"; people want to know why it is the best, and they will take the trouble to listen to the man who takes the trouble to tell them. Bombast and blarney are "duds" that either fail to get the range or that fail to explode if they do.

Some recent advertising of an expensive nature fails to take cognizance of this elementary fact, and shows that the "glittering generality" is remarkably tenacious of life. Like the sermon or lecture that is carelessly prepared, it roams o'er a large field but fails to get anywhere in particular.

A corset manufacturer offers "the utmost in style, comfort and service for the money." In this advertisement, apart from its general vagueness, the phrase "for the money" suggests that more in the form of style, comfort and service may be obtained by paying more elsewhere. As the appeal is to the vanity, ease and economy of woman, the suggestion does not appear a good one for the particular corset. If "the utmost" is offered, the appeal should not be weakened by an oblique, but unmistakele reference to something better next door.

It is a case where something a little more clearly specific is called for.

"The best leather the world produces is used in making —— shoes," says an advertisement for shoes for men that are being advertised just now. This sweeping claim is unsupported by a shred of evidence, and is not kept in countenance by an impressive use of space. A word or two as to what is meant by the expression "the best leather the world produces," and where it is obtained, would strengthen this advertisement considerably.

Of a certain automobile tire, it is said, "they carry you, unfaltering, through all weathers or circumstances, day or night, on all cars and on all roads." This is a good round mouthful until one begins to chew it ruminatively when it dissolves into effervescence. Some of the thought devoted to the undoubtedly strong lay-out of this advertisement might have been given with profit to demon-

Marked Points of Superiority
Point 5 Shaped Foot
(without seams)
ORDINARY hosiery shaped with seams sooner or later becomes annoying—ripping and causing foot discomfort. Hosiery stretched into shape *loses* its shape in the washing.
Mercury Hose, knitted to shape from toe to top, absolutely without a seam, means freedom from wrinkles and ripping—true foot comfort.
Silk, (plain or drop stitch), cashmere, lisle, mercerized, and cotton—or in two-tone effects of heather and Lovat shades.
—Other Mercury superiorities: absolutely no seams, generous length, widened top, full fashioned calf, and trim-fitting fashioned ankle.
Mercury
Hosiery
Mercury Mills Limited—Hamilton—Canada
MAKERS OF HOSIERY AND UNDERWEAR FOR MEN, WOMEN AND CHILDREN
154

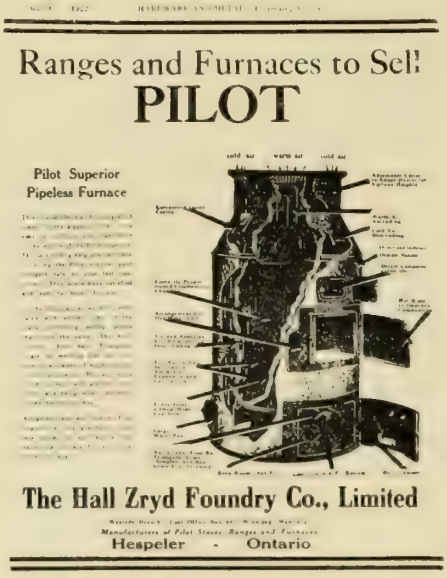
One of a series showing "Marked Points of Superiority."

strating in a few specific instances just how this tire "carries on—on all cars—on all roads." Hidden away somewhere in the archives of the tire company there must be demonstrable proof of their product's performances. Why not use it in the advertising?

An underwear manufacturer perpetrates a typical "glittering generality" in the following—"The name ——— on a woollen garment, like the hall mark in silver and gold, stamps it as reliable. ———'s reputation has been gained by keeping scrupulously to its standard of quality and purity for 30 years." If this is a selling point, then another firm of woollen manufacturers who have been in business for 31 years have a better one. With an experience of 30 years in selling high-grade underwear, it should not be difficult to marshall a large array of specific and compelling points that have more to commend them than the dignity of old age.

The statement that "It's good taste and good sense to insist on ———'s gloves" is one that prompts the question, "How's that?" It is a lack-lustre generality that any maker of gloves is free to use without arousing challenge—or interest. The same vague appeal to "Keep up with the Joneses" is made in an advertisement for notepaper—"the stationery of the refined—used by all who appreciate high-class stationery." Is it? And why is it? Advertisement answereth not.

Despite these examples of the gloriously indefinite, taken at random from a large sheaf of clippings, Canadian advertising is showing a marked tendency to specify definitely the selling points of the goods. There is a growing amount of advertising that succeeds admirably in taking the place of samples and the goods themselves in its pleasing and painstakingly accurate typographical presentation. This is true of trade journal advertising to dealers and the trade as well as to the ultimate consumer. It is realized that it is


Ranges and Furnaces to Sell
PILOT
Pilot Superior Pipeless Furnace
The Hall Zryd Foundry Co., Limited
Manufacturers of Pilot Stoves, Ranges and Furnaces
Hespeler - Ontario

This advertisement is almost too analytical in an effort to overlook nothing.

not sufficient to show the merchant that a line carries a certain gratifying profit, but that it has points which will appeal irresistibly to his customer. Hence both dealer and consumer are being addressed from very similar angles.

In its advertising of hosiery, Mercury Mills Ltd., Hamilton, are running a series under the general title, "Marked Points of Superiority. In Point 5, the "shaped foot" is featured, and in the copy and illustration four other virtues of the "Mercury" brand are shown. These include widened top, full-fashioned calf, fashioned ankle and no seams. What these points mean to the wearer is briefly but fully explained, and in a manner that cannot fail to interest women in "Mercury" hose.

A similar idea is carried out to an even greater degree in an advertisement of a vastly different product, namely, the Pilot Superior Pipeless Furnace. In this case a sectional diagram or drawing of the furnace is given showing some twenty selling points each of which is indicated by an arrow and letterpress in such a way that the least mechanically minded can grasp the idea.

Points of a Shaving Cream

It might seem a difficult matter at a first attempt to enumerate the superior points of a shaving cream, but the Palmolive Co. of Canada, have solved the problem very effectively in their advertisement captioned "Quick, Easy, Pleasant Shaves—and these other advantages." After describing the laboratory experiments to discover a superior shaving cream, it is stated that one was produced which multiplied itself in lather 250 times. This lather imparted 15% of water to the beard, thoroughly softening it. It maintained a "rich, creamy fullness" on the face for ten minutes. It lubricated and soothed the skin, doing away with the need of lotions. These points, in addition to being emphasized in the letterpress, are illustrated in a side panel, and the central picture adds a sixth point, namely, that the cream is convenient to use when travelling by train. The Palmolive shows faith in its own specific declarations by stating, "Now test it for yourself at our expense," and printing a coupon to be presented at any of the stores named for a ten-shave tube free. It is not difficult to imagine this style of

Even a shaving cream can be shown to have more than one virtue.

copy selling more shaving cream, and selling it more permanently than the use of the slangy, slap-on-the-back, try-this-and-your-beard-will-vamoose advertisement.

In the Sheet Metal Products Co's advertisement for their Lumino ware, a number of selling points appealing to women are clearly brought out. Although small space is used, no less than five features are enumerated in the well-condensed copy. These are, attractive new shapes, convenient sizes, outside and inside finish, and a handle that is always cool. Judgment is shown in the selection as a caption of the last point, "The Handle is Always Cool,"—as anyone who knows the tendency of the pot holder to mislay itself at critical moments when cook or housewife most needs it will testify.

Getting the "Bull's Eye"

The Royal Oak tire advertisement is a particularly good example of specific selling points. Right in the "bull's eye" of the display is shown a section of the tire opened at one end into its twelve component parts. In the circle formed by the tire section, where they cannot be overlooked, are the twelve tests, one for each part, to which the tire has been subjected. These tests were made to ascertain the breaking strain of the tire, and the aggregate results make an impressive total of over 7 tons. Hence the subtitle, "The 7-Ton Tire." The figures and diagram more than confirm the statement, "the Breaking Strain Test of Royal Oak Tires is indisputable evidence of its wearing qualities." By itself the phrase would be a bromidic "glittering generality." In conjunction with the published tests it becomes a very convincing justification of the slogan "Tougher than Oak," and makes the proud boast, "The 7-Ton Tire," a literally correct description. If such clear, concise and graphic enumeration of a product's virtues will not sell the goods, it is hard to conceive of any advertising that would.

The handle is always cool
CANADIAN women welcome with delight this newest aluminum kitchen ware. Attractive new shapes in the most convenient sizes. A brilliant finish *outside* with a hard, smooth finish *inside*. And a handle that is *always cool*, even over the hottest stove. Ask for Lumino—the new, high-grade aluminum.
Lumino
REGD
The New Aluminum
THE SHEET METAL PRODUCTS CO
MONTREAL TORONTO WINNIPEG
EDMONTON VANCOUVER CALGARY

A good summary of selling points using the most striking as caption

A brush may not have as many selling points as it has bristles, but in their advertisement of Keystone floor brushes, Stevens-Hepner Co., Ltd., Port Elgin, Ont., have managed very successfully to emphasize the two features of their product; namely, its thicker filling of bristles and its "Never Strip Metal Thread" handle. The latter point is most effectively brought out by an illustration of the handle in sections showing the metal thread. In close proximity to the sketch is a heavily bordered box with the words, "No more worry over worn out handles. The thread is of metal—not wood." In this instance the difficulty of explaining a mechanical idea to the

ROYAL OAK TIRES
Tire value should be judged by "wear" not words. The "Breaking Strain" Test of the Royal Oak Tire is indisputable evidence of its wearing qualities.
BREAKING STRAIN
TOTAL 14060 LBS.
THE 7-TON TIRE
"TOUGHER THAN OAK"
OAK TIRE & RUBBER CO., Limited

A convincing demonstration of tire quality.

feminine mind is successfully overcome.

In order to be definite and specific, and to exhaust all the points that the advertiser considers should be given, it is not always necessary to be technical, or to segregate the selling points in a column where they can be enumerated. It is not even requisite to carry an illustration of the article showing its "innards." Letter press alone can be used where illustration is not possible or where an unadorned compilation is undesirable. A case of successfully presenting the virtues of a product with type, and using illustrations only for ornamental display purposes, is that of a recent advertisement for Liquid Veneer mop polish. It is called "The Story of the Darkened

No more worry over worn out handles. The thread is of metal – not of wood.
Thickly filled with High Grade Bristles
EVERY woman who examines the new Regina Floor Brush becomes enthusiastic over its two unusual features:
1—Its thicker filling of finest quality bristles.
2—Its "Never Strip Metal Thread" Handle.
For years floor brush handles have tried the patience of the nation—every housewife who bought them, every store which sold them. The wooden threads of these handles would wear off so quickly that, long before the brushes were worn out, the handles would become too small to fit them
But here, at last, is the solution of all Floor Brush Handle difficulties. Here is the new Keystone Regina Floor Brush, with its neat, strong, durable Metal Thread which cannot wear off
The Never Strip Metal Thread Handle is an exclusive feature of Keystone Regina Floor Brushes. Ask to see this efficient and economical helper.
STEVENS-HEPNER CO., LIMITED
Port Elgin, Ontario
Keystone TRADE MARK REGINA FLOOR BRUSHES

An excellent method of demonstrating a mechanical point to women.

Floors," and is told in narrative form. A housewife tells of the unsatisfactory state into which her hardwood floors had got. "So today I asked Mr. Gardner, my hardware dealer, what he would do," she says. "He advised me to try Liquid Veneer mop polish. I washed the mop and applied the new mop polish. The results were really surprising. I found that the mop polish not only cleaned beautifully and imparted a high, dry lustre but it actually restored my floors to their original appearance, making them look just like new." The art of being specific in words could hardly be carried further.

Naming the Nameless

Amongst recent advertisements, none has been more successful in specifying the selling points of a product than those of Ten Test *Solid* Fibre Board.

How this account came to be developed into a national advertiser is a story full of interest to advertisers. Two years ago the plant at Penetang, Ont., where Ten Test *Solid* Fibre Board is made, passed into the hands of its present management. During this time the board has been sold without any name or advertising. The only thing used that could be termed advertising was a small booklet written by a salesman as he sat in his hotel waiting for a train, and which set forth one or two tests that had been made on the board. This small piece of literature was ultimately to form the basis of an impressive national campaign. As additional tests of a most unusual nature

were made from time to time, it became apparent that a quantity of valuable advertising material had been accumulated, and the broad question of national advertising was broached. Meantime the product had been winning its way with a constantly growing number of dealers who began to ask for advertising. The fact that ten exacting tests had been carried out suggested a name, and the hitherto nameless product was called "Ten Test." Most fibre boards are built up of layers, and as "Ten Test" is a solid board having no grain or layers to cause it to warp, buckle or blister, the word *Solid* was added to the name. At once this gave the board a title that was unique and literally descriptive, and of distinct advertising value. As a logical sequence, one of the most telling of the ten tests was selected for a trade mark. This was taken direct from a photograph showing two men holding a sheet of "Ten Test" on which a husky laborer was standing.

No Claim is Vague

Having gone thus far it was only natural to ask, "Why not tell the world about the ten daring tests?" This has been done in the present advertising in a graphic and convincing manner. All the ten tests are featured in the preliminary advertisement which is being followed up by others dealing with the tests more fully, one by one. In the first advertisement each test is illustrated by a thumbnail sketch descriptive of the testing process to which the board was subjected, and which appears alongside the letterpress. Ten of these minute sketches are given showing the boiling test, strength test, waterproof test, insulation test, live steam test, etcetera. etcetera.

All the advertising of "Ten Test *Solid* Fibre Board" is innocent of the baneful "glittering generality". No claim is vague. No assertion is made for which there is not full corroboration in a carefully conducted test. It is literally the "Ten Test *Solid* Board", and its unique merits are presented in a way that both dealer and householder cannot fail to appreciate.

In this rapid survey of the specific advertisement only a small fraction of the possible good examples as well as the bad have been referred to. Many other excellent instances might be quoted, but those given will suffice to show that as

FROM AN ACTUAL PHOTOGRAPH
This is the Building Board that stands the ten daring tests
THE hundreds of builders who will this year be building a home, summer cottage, garage, farm building — remodelling plaster walls and ceilings, building partitions or any one of the hundreds of things where a high grade building material will be used, should know why Ten Test *Solid* Fibre Board will give them greatest satisfaction for *interior* and *exterior* construction.
To prove in the most convincing way the merits of this building board, the following 10 daring tests were made. Daring in the sense that, only with a building board of decidedly superior construction dare such tests be made.
The Solid Test—Boiling water was poured over a piece of Ten Test Solid Fibre Board and allowed to dry five successive times. Being of solid construction, having no grain or layers and containing no glue or other adhesive mixtures, it did not warp, blister, crack, buckle nor become distorted in any way. Ten Test Solid Fibre Board is especially appreciated by those who have used building boards made in layers or with fillers.
The Strength Test—A sheet of Ten Test Solid Fibre Board was held at the ends by two men; when a third man, weighing 150 lbs., stood directly on the centre of the sheet. Upon removing his weight the sheet rebounded to its normal shape. This proves that Ten Test Solid Fibre Board, even when used for large panels, will not sag nor crack.
The Weather-proof Test—Ten Test Solid Fibre Board was sprayed from a nozzle, water pressure of 40 lbs. per inch; distance, 24 inches; for 4 hours in 12—for a duration of 5 days, and no percolation of water was visible, the repellant qualities of this board to water are very great. For exterior walls, painted or with stucco finish, Ten Test Solid Fibre Board is obviously the most dependable building material to use.
The Cold-proof Test — An airtight box was made of Ten Test Solid Fibre Board to take a cubic foot of ice. At no time during the dissolving of the ice could coldness be felt on the outside of the box. Here, indeed, is the ideal material for insulation against either cold or heat.
The Sound-proof Test—An airtight box was made of Ten Test Solid Fibre Board; within the box a bell was suspended. Tests proved that Ten Test Solid Fibre Board is almost 100% in its sound-deadening properties. As a deadener of sound, for walls, floors (as an underlay for linoleum), and for partitions, Ten Test Solid Fibre Board is unequalled.
The Adhesive Test—Stucco applied directly on Ten Test Solid Fibre Board withstood a pull of 300 lbs. per foot without damage or severance, and after being immersed in water for 24 hours the Stucco could not be separated from this board. Stucco, Oil Paint, Kalsomine, Water Paints, all adhere firmly to Ten Test Solid Fibre Board, giving a beautiful finish
The Distortion Test—Ten Test Solid Fibre Board was boiled in water for 30 hours. Upon drying, Ten Test Solid Fibre Board was firm and solid of the same shape and color and without warp, buckle or blister, as before the test. This proves the value of Ten Test Solid Fibre Board for walls where steam or moisture is excessive
The Stucco Test—A Section of Ten Test Solid Fibre Board was nailed to a framework of lumber and coated on one side with cement stucco, then exposed to the weather for two years. Drenched by rains, scorched by the sun, buried in snow, the stucco still maintains a perfect bond with Ten Test Solid Fibre Board. The board still remains undamaged and the stucco shows absolutely no sign of cracking or chipping.
The Tensile Test—A direct pull on a section of Ten Test Fibre Board registered a breaking strain of 2,000 lbs. to the running foot. As evidence of strength, rigidity, long enduring service, what more could be desired.
2000 LBS
The Heat-proof Test—Heat, from live steam (250° F.) discharged against one side of a section of Ten Test Solid Fibre Board, could not be felt on the opposite side of the board for 4½ minutes. With Ten Test Solid Fibre Board the home may be kept at an even temperature, regardless of summer's scorching heat, or winter's freezing winds.
Manufactured by MANLEY CHEW at Penetang, Ontario
Send for This FREE BOOK with attractive illustrations and useful information for all who intend to build. Your copy is awaiting your request send NOW.
What Why and How to Build with TEN TEST
TEN TEST
TRADE MARK
THE BOARD WITH THE 10 TESTED FEATURES
SOLID FIBRE BOARD
CLIP AND MAIL
Address your nearest dealer or MANLEY CHEW, Penetang, Ontario, Dept. B.
Please send me your book, "What, Why and How to Build with Ten Test Solid Fibre Board," also a sample of the Board.
Name
Address
City or Town

In this advertisement the "ten tests" that gave this board its name are clearly shown. Following this display each test is being featured separately in a series of ads.

already stated, Canadian advertisers are revealing a marked tendency to study their products microscopically in order that they may be presented in the most becoming dress and the most favorable light.

In avoiding generalities they are realizing that in order to be specific it is not necessary to be analytic. The fine distinction between the three methods is illustrated by the observation of a millionaire who went through the torturing thirst of the Dardenelles expedition during the war. "Many a time I was frantic with thirst," he said. "Had anyone offered me a barrel of H_2O, I should not have been interested as I did not know then what the formula meant. A salesman for 'an ideal and refreshing beverage' would have been asked in, but any old son of a gun with a glass of 'cold spring water' could have cleaned up $1,000 almost any time!"

\+ \+ \+

The surest way for a salesman to keep abreast of the times is to hook up with a few new ideas occasionally. A man is young so long as he will try a better way.

RELATION OF ECONOMICAL PRODUCTION TO SUCCESSFUL SELLING

The theory advanced here is that for every product there is a maximum economical limit of production beyond which the percentage of profit is steadily lowered, and the cost to consumer correspondingly raised. The fifth article in a series

Written for MARKETING by GEORGE FRENCH

BY economical production I mean production under those general conditions incident to the factory production or the handling of the goods on their way to the market.

There are comparatively few manufacturers who know whether their units of production are economic or not, whether their volume of product is economical or not. We read with awe of the immense volume of goods turned out by a Ford or some great aggregation of former independent units. If it were possible to get behind appearances and scan the actual figures we might find that the larger the production unit the less likely the large dividends.

Publishers of popular periodicals long ago learned that there is a maximum limit for them to stop at, and that if they exceed it they are steadily lowering their percentage of profits. A newspaper may easily have a too great circulation. Likewise a maker of automobiles may be turning out far too many machines annually.

Take this matter of automobiles, as we have referred to it, as an example, but we will not use any actual figures lest we may be accused of interfering without warrant, and lest our conclusions incite some literal person to controvert them. Assume then that a manufacturer of motor cars selling for $5000 to $6000 wishes to manufacture within the limits of the largest possible margin of profit. What ought his annual output from one factory to be? It has been settled by business analysts exactly what this figure is, and we will say that it may be assumed to lie somewhere between 15,000 and 25,000 cars annually. Many manufacturers make more than this maximum figure, some make less than the minimum.

Recently there was begun the manufacture of cars by a company headed by a man very well known in the motor industry. He had a good car, in the class mentioned in the preceding paragraph. But his business endured but a short time. Long enough for him to realize that the market was already saturated with cars of that class, and there was no room for his. He did not undertake to create for his car a special market, to show certain people that they could economically use his car. He just put his car on sale, and found that there were too few buyers for him to deal with.

MORE GOODS THAN DEMAND

Perhaps there is a potential market for more cars in the five-six thousand class than are now produced, but the figures show that more buyers are not in sight. The same condition prevails in many lines of manufacture. More goods are being made than there is a present demand for. There may be a greater potential need for them than has been evidenced, and there may not be. The facts have not been shown, but it has been shown that demand, left to itself, may be easily supplied.

But we are getting away from our text. One very familiar example of this matter of economical production is furnished by the average printing establishment. Printing, speaking generally, is uneconomically produced, because the plants are not kept busy all the time. A modern printing press is a costly machine. When it is not in productive operation it is eating up money rapidly. I know one printing concern whose presses are always at work, and kept at work until they do not produce economically and are scrapped. The owner of this plant has made money steadily for many years, and has grown wealthy doing ordinary printing at moderate prices. He labored to get manufacturing work, not timely, which he could put on his presses whenever he had one that was idle. He arranged to produce certain business publications, forms for which he could print whenever he wished to do so.

The impulse to expand is a very alluring one, which often leads to extravagant production. The plant that is expanded faster, or to a larger size, than its business fully warrants is a great expense. It consumes earnings furiously. And if it is expanded on borrowed capital, or if its stock and bond issues are too large, it is headed toward either failure or the tender mercies of those financiers who are always willing to take part in reorganizations.

It is certain that the market, speaking in a general sense, is at present suffering because there is in it a large percentage of uneconomic production. This condition has come about from many causes. The war disrupted conditions, and those conditions remain to a greater extent than we are likely to realize unless we give time to study. In the recent development of manufacturing there has been much effort to standardize processes and materials. Also there has been a decided sentiment operating to restrain innovations. Factories are equipped to turn out goods as standardized. Prices for these goods have been standardized also. The volume of output has been standardized.

PROGRESS STIFLED

This condition has resulted in stifling improvement, progress. Many of the great concerns have acquired patents and processes which might be applied in their work to modify products and prices. But they are not put into use. They are stored away to await the pleasure of the managers. This is not a policy without abundant justification, or at least excuse. A great manufacturer said to another one who was experimenting with a new product. "If you hope to succeed you will have to kill the inventor." He meant that the inventor's desire to further improve his invention would never be satisfied so that reg-

ular production could be entered upon.

It is perfectly well known in the trade that a certain product which is largely used might be materially reduced in price, and its period of useful life be about doubled, if patents held by certain large manufacturers were to be placed in service. If these patents were to be utilized this industry would be cut in two, and at least half of its productive facilities would be scrapped. But in the meantime the consumers are being required to pay the standardized prices for the goods.

Such practices by manufacturers are extremely uneconomic. There can be no question about that. They are illustrative of something quite the reverse of service, that shibboleth that is so glibly employed by about every maker of anything. They are against good policy in manufacturing, but they serve a temporary advantage that looks larger than ultimate and continued success based upon real service to buyers — to consumers. The market is demoralized by such a policy, and eventually it will have its revenge upon those who adopt it. It is one of the settled principles of business that it exists by the sufferance of consumers, and to serve their interests.

Working in the Dark

But even the evils of this practice, large as they are, do not compare with another element in manufacture to bring discredit upon marketing and hinder its proper working. Lack of knowledge injects a larger element of uncertainty and cost into manufacturing than any other wrong factor. It is not too much to say that if every production enterprise knew what it was attempting to do, and applied that knowledge in the conduct of its business, there would be a material reduction of many commodities to the consumer and a general amelioration of business movements of even more consequence, not to attempt to deal with the matter of augmented profits for the producers themselves.

This very matter of scale of profitable production, which has been alluded to, is a flagrant item of evidence that producers are working in the dark — or an appreciable proportion of them. The science of production is something to hope for, but it has not yet impressed many producers.

It is hopeful to know that there is growing up a class of men who are competent to analyze production conditions, and that their influence is beginning to be felt. There is a realization of this condition of ignorance creeping into the consciousnesses of a minority of the producers, and they are taking measures to bring to bear the antithesis of ignorance. It is evident that the science of productive business cannot be formulated by one concern, so it has come about that associations are arising among producers the objects of which embrace study of conditions and the deducing therefrom of principles of practice which may be hoped to result in improved methods.

Not a few producers are willing to accept the statement that all business is predicated upon service to consumers. It may be said that this principle is established. It has passed the stage of argument. It governs marketing even more manifestly than is governs production.

Responsibility to Public

It is well for us all occasionally to stop and consider, in cold blood, what business as a whole is. It is the exchange of commodities, it is true, but back of that, it is something more and very much greater. It is the agent of civilization, the function of which is to sustain and nourish and expand the human race. The processes of nature since the time of the first living thing have all been sent to the same task. First to develop an earth upon which human beings could exist, and then to develop and perfect that race.

Business is not primarily for the benefit of those who engage in production or in marketing, and it is significant that those in business who recognize their responsibilities to man in general are those who make the greatest successes. A fraud and a cheat is against nature. He exists but for a time, when he disappears and is forgotten. It is well understood by selling and advertising students that it is the genuine goods honestly sold that remain in successful existence. The advertiser of a fraud has but an ephemeral success, and that seeming success is almost always turned into failure.

The point I am trying to bring out just now is that economic production is honest production. The producers and the marketers are but agents of the consumers. This is not a moral sentiment, it is the hardest of all economic truths. He who attempts to go counter to it as a working hypothesis is certain to fail to get the maximum of his desires in the way of success. Business is business. I subscribe to that, unreservedly. But good business is good ethics, and good ethics is good business. It is not business to attempt to force consumers to pay 100 percent too much for any product simply to perpetuate the volume of output, or to avoid re-equipment with improved machinery. It is about the poorest kind of business possible to imagine.

Economic production is knowledgable production also. If a man does not know how to adjust his production to the needs of consumers he is not a good business man. The basis of economic production, making economic marketing possible, is thorough knowledge of all consumer conditions affecting the peculiar goods turned out. I look forward to the time when the business departments of governments will be prepared to lay before every manufacturer in all lines digests of consumer conditions in the various lines of consumer needs. At the present time it is a little unfair to seem to hold producers as blameable for lack of full knowledge of their fields. We have got always to allow for the human deficiencies in business.

Analyse Consumer Conditions

There is a growing class of professional business investigators who are able to put any manufacturer in possession of full knowledge about this consumer field. It ought to be the business of marketing interests to organize this service, and pay their full share of its expense. Certain of the advertising agencies have developed very useful and expert service of this kind. They are so jealous of their own reputation that they will not undertake to promote business through advertising until they have ascertained the extent to which the producers in question have co-ordinated their policies with the ascertainable needs of consumers.

Mentioning these investigators suggests that there are various agencies constituted to give producers service — some valuable and some of questionable worth. The employment of any outside expert assistance in producing business may be expected to dull the keen edge of initiative inside the organization. There are personnel experts who assume to adjust the human element

Continued on page 420

TWELVE TIPS ON ADVERTISING*

Tip No. 12.—Make The Most Of It

Many well-written advertisements not used to the full effect by advertisers. Easier to spend that to plan. Seven practical ways by which you can double the value of your advertising.

By Herbert N. Casson

HERE, in this last Tip, we come to the reason why so many well-written advertisements fail to make a profit. They were not *used* to the full by the advertiser himself.

Often, an advertisement, standing alone and without any follow-up, will do wonders; but it is too much to expect an advertisement to carry the whole burden of salesmanship.

Too often, a firm makes up its mind to spend $5,000 on a big bang of an advertisement. It does so. There is a sudden loud noise and then—dead silence. Nothing much has happened. And ever afterwards that firm says "Advertising is a failure."

This is not fair to advertising, nor to advertising agencies. The firm itself was to blame, not the principle of publicity.

Many firms make this mistake for the simple reason that it is easier to *spend* than to *plan.*

Bang goes $5,000 and the Managing Director writes his name to the cheque with a savage jest at the whole advertising profession. But he used his advertisement as a *rocket,* not as a *lighthouse;* and it serves him right. He went into the advertising game as an amateur, and naturally, he lost.

Now, if you want advertising to do its best for you, you must treat it fairly. You must do it *well.* You must prepare for the advertising and you must complete the job.

The art of publicity is very like the art of music. If you buy a piano, you do not expect it to play itself. If you buy a Steinway and then allow one of your kiddies to bang rag-time trash on it, you do not blame the Steinway.

To make good music, there must be the right piano and a skilled player and a silent appreciative audience; and so it is in advertising. You must give your advertisement a fair chance to do its best.

Here, for instance, are 7 practical ways by which you can easily *double* the value of your advertising:

1. When ever you use a large advertisement, frame it and show it in your shop-window.

Link it up with the shop, so that many of the people who saw it in the paper will also see it in the window.

Have a two inch frame and paint it a dark red, if you are selling ironmongery or groceries, or a gray-green if you are selling drapery or clothing. At the top of the frame print—"OUR ADVERTISEMENT TODAY."

(2) Cut out a number of copies of the advertisement and post, with your compliments, to your best regular customers.

If you wish, you may even send them a personal letter, in which you can make a special offer to reserve any article, if requested to do so by telephone.

(3) Give a copy of the advertisement to every shop assistant. Do this for two reasons—to prepare them to serve the customers more quickly; and to teach them to have a keener interest in what they are selling.

Use your advertisements for *staff training* purposes. What could be more practical and effective?

It might even be a good plan to offer a small "Sold Out Bonus" to any shop assistant who gets rid of all the goods advertised, if she does so in one day.

There should be team play between the advertisement and the shop assistants. Each should refer to the other.

(4) When a manufacturing firm advertises, a copy of the advertisement should be sent to every traveller. He, in turn, can show it to his customers, to prove that his firm is creating a demand for the goods.

(5) Every manufacturer should post up his advertisements in the factory, too, to show his employees what he is saying about the quality of the goods.

Recently, on a visit to Mackintosh's great toffee factory in Halifax, I saw three full page advertisements posted up on a bulletin board, with this sign above them—"THIS IS WHAT WE CLAIM OUR TOFFEE TO BE."

Such a display in the factory will help to educate the workers to improve the quality, and it will do much to create a company feeling and a pride of workmanship.

(6) Every full page advertisement should have at least two quarter-pages as follow-ups, on the two succeeding days.

Many people need to be told a fact two or three times, before they act on it. Usually, the first advertisement of a series does not pull as well as the second or third.

So, to do the full page justice, it should be followed up by several quarters which would be more forcible and more condensed, and which would urge readers to act at once.

(7) Keep a record of results, per advertisement and per medium. This will enable you to weed out the ineffective advertisements and the ineffective mediums.

Whenever you hit upon a profitable advertisement, use it over and over again. It is quite possible that a single advertisement, used persistently, may make a man's fortune.

Don't have new advertisements just for the sake of the novelty, or because artists must live. Follow the *results.*

There are many papers and magazines that are of very little value, either because their circulation is too small for the advertising rates; or because their readers are indifferent. These should be cut out, as the first purpose of advertising is not to give doles but to make profits.

All publicity is good in a degree, and has a cumulative effect; but every large advertisement should be *keyed* and should contain a *special offer* of some sort, so that there can be a certain amount of immediate results that can be recorded.

So, in these 7 ways, and many

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others, you can make the most of an advertisement. You can build up an advertising *process*, instead of merely chucking money away for publicity.

After all, advertising is only sowing the seed. After the soil and the sun and the rain have done their best, there is still the *harvesting*. You must reap and stack and thresh and bag and sell. Also, you must chase the birds off.

Farming is a *process*, not an act, and so is advertising. There are many things that can be done, as we have seen in these 12 articles, to vastly increase the usefulness of advertising and to decrease its cost.

Advertising is a new influence in the business world. No one knows it all and very few know very much.

As yet, it is largely a matter of personal experience, which means that it is an art rather than a science; but it is becoming more scientific every year.

No sensible business man can afford either to ignore it or to use it crudely. If he does so, he is at the mercy of his competitors.

In short, this series of articles, now concluded, was intended to point out the possibilities of greater profit and lower costs in advertising. *As a business-building force, there is nothing else in the world to equal good advertising, if you use it with courage and honesty and skill and perseverance.*

* * *

SPENDING LESS FOR OFFICE FORMS

Plans that have saved money in buying office printing. Four points user of printed forms should watch. How to get your "cue" from the printer. Planning forms to speed typewriting and speed up work.

FIFTH ARTICLE on Money-Saving Office Methods

WHEN a firm is over ten years old and has had many managers or clerks with different ideas of "system," it is not at all unusual to find hundreds of forms in stock, some in continuous use, some in partial use and many obsolete. In most cases a careful examination of these forms will reveal a condition approaching chaos with respect to size, shape, type, style, uses and so on. It is then that the advantages of standardization become apparent. Nevertheless, while standardization is admitted to be a good thing by most managers, it is difficult to find those with sufficient courage to look ahead and make a clean sweep of those forms which are not as they should be. There seems to be an insurmountable barrier to throwing away printed matter, no matter how expensive it may be to keep it. As a result things go on from bad to worse until finally an expert systematizer is the only one who can get order out of chaos.

Standardization should take into account the following factors: Adaptability to purpose; ease of use; economy in printing; economy in equipment; uniformity.

As the result of a few changes, one business cut its printing bill in half the first year—a saving of over $700. This reduction was secured by simply standardizing sizes and eliminating unnecessary printing.

Examination showed that the forms in use were of all sizes. This caused confusion in the files. The first step, therefore, was to adopt a standard width for all forms. This standard was one which was most easily accommodated by the typewriters, and yet one which was adapted to the filing systems in use. Length was also standardized. It was found that two lengths were necessary—a full size and a half size. In most cases the forms were used in triplicate and it had been the practice to have all three copies printed. As the duplicate and triplicate always remained in either the factory or the general offices, only the original was printed under the new plan. The other copies were of plain paper, in different colors where necessary to distinguish one from the other and as an aid in filing.

Most Wastes Can Be Eliminated

Hundreds of dollars can be as easily saved in many offices every year through care and thought in designing that important office tool, the form. Some of the waste comes in not designing the form so that its initial cost will be low, but perhaps at least as great a loss comes from not thoroughly determining how effectively the average office worker can use the form. If this is taken fully into consideration when the form is designed, the time consumed in filling it in can usually be reduced.

In the opinion of one manager, every concern should delegate to one of its staff jurisdiction over the method of keeping records, the forms to be used, their design, their routing, the manner in which they are filed, and how they will be manufactured, purchased, and issued for use. Although most executives consider printed matter of minor importance, they would soon learn that one man thus authorized, might very easily save many times his salary in the cost of the stationery alone.

This plan was tried by a corporation, and resulted in a considerable saving. The supervisor of methods, as he is called, has jurisdiction over the methods and forms in use in all departments. The man who was chosen had made a careful study of the makeup of records. Coming as he did from outside the organization, he was free from prejudices which would have hampered a man taken from some department within the company. Before he took the office, each form was designed in the department which compiled the information to be put on it, and naturally it was designed to suit the convenience of that department. While this facilitated the compilation of the report, it frequently, to a much greater extent, retarded the work of the department making use of it after it was compiled.

The first step of the new supervisor was to procure a list of all records, reports, forms and the like, used by the company. He then analyzed the items on the list and classified them as to the ultimate purpose they served, which determined whether ease of compilation or ease of reference was the more important. When this was done, he considered each record or form in turn, judged how

Ontario Pays 43% of Canada's Income Taxes

Forty-three per cent. of the Income Taxes of Canada are paid by the people of the Province of Ontario.

The collections from this Province *exceed* the Income Taxes of Quebec by over thirty-three per cent. and are *double* those paid by *all* the other Provinces of Canada combined.

Moreover, the records would show that the number of taxpayers in Ontario exceeds the number in other provincess more than the amounts collected would indicate. The wealth of Ontario is well-distributed. Nowhere in Canada is there so large a body of people who are such bountiful producers of wealth, and who *share so greatly* in the wealth they produce.

In the Toronto-Ontario market—the heart of the Province of Ontario—The Globe is read daily in 100,000 homes. Its news is *believed;* its editorials *trusted;* its advertisers *share in the esteem* in which it is held by subscribers. Because of the results it produces, The Globe is used more extensively by General Advertisers than any other daily newspaper in Canada.

The Globe,

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

well it served its ultimate purpose, and made necessary changes.

After every item on the list had been scrutinized, and a few records eliminated or combined with others, the whole system of records was soon running smoothly with a definite policy behind it, and individual departments were no longer permitted to interfere with that policy by drawing up their own forms to meet their own needs.

In a general way, the user of printed forms needs to watch the following points:

1. A complete record of the consumption of every form in the group should be kept, and a perpetual inventory plan installed to allow the savings to continue indefinitely.

2. Complete data should be secured as to the use of the form and the results derived from its service. This will be helpful when considering possible changes.

3. The form should be designed to fill its requirements in use, and so that it can be handled economically by the printer.

4. Departments using the forms should be told about the manufacturing problems of the printer. They can then lend every aid to the purchasing agent, that he may prepare specifications which will appeal to the printer.

If the above rules are followed, purchasing agents can buy forms at lower prices because they will be able to help the printer save money, and the buyer will ultimately profit.

Working From an Ideal

As a practical illustration of this very point, consider the saving which was made on a contract for certain forms used by one of the railroads. The printer handling this contract claimed that he was losing money, before these rules were observed, even though he was getting higher prices; whereas with the new lower prices and co-operation on the part of the various departments of the railroad company, he is able to make a fair and legitimate profit.

In taking up the study, the first step was to determine an ideal cost of manufacture regardless of the old methods. By "ideal cost" is meant a cost that could be secured by the printer if he had the opportunity of laying out his work in the best possible manner, using large presses during their otherwise idle periods, printing forms in large quantities, purchasing paper in carload lots, billing at unit prices, eliminating useless calls by salesmen, and thus handling the contract at a minimum expense. By giving the user the benefit of the savings that could be made in the cost, the selling price would naturally be reduced and an ideal price secured.

Upon finding the ideal price in this particular case, a simple comparison was made with the price which was being paid to the printer. This comparison showed that a saving of $1,536.40 could be made on the printing of these forms, or 32% of the old cost of $4,950.

In this instance it was evident that the purchasing department had formerly bought these forms at a low price, for the printer was losing money. The purchasing agent's hands were tied as to further savings, however, because the users of the forms kept no records to allow him to estimate the consumption, and they were therefore constantly sending in emergency orders, which he could not foresee. An executive order that simple records about forms be kept resulted in the information coming to the purchasing department so that the ideal price could be obtained and the big saving resulted.

Choice of Paper

Another instance in which savings resulted, is that of a concern using a lot of invoices. They had these printed in two colors and pen-ruled, on paper weighing 24 pounds to the folio. By substituting print ruling for pen-ruling, by accepting a standard-size invoice one-half inch narrower, and by purchasing paper in bulk, 20 pounds to the folio, at 20 cents less a pound, 90 cents per thousand was saved on these forms.

Careful supervision over expenditures for forms resulted in bettered conditions and a saving in a small factory office in Ontario. In this case a large part of the saving was made by using a quality of paper more suited to the purpose for which it was required. The manager listed in one class all the forms, memoranda blanks and records that were used only within the house. In another class he listed letterheads, statement blanks, and other stationery which reached customers. On this second class he did not try to economize, believing it most important for customers to get a favorable opinion of the firm through its stationery.

In the first class of stationery, however, the manager found he could cut expenses considerably. He made several subclassifications from which records were filled in on the typewriter, which ones with a pen, and which with a pencil. For the records that were made out on the typewriter, the manager gave directions to purchase a medium grade of coated stock; and he ordered "seconds," as he found the amount of poor sheets he had to throw away did not outweigh the first-cost economy. For the records to be filled in with a pen a better quality of bond paper was purchased. A cheap grade of uncoated paper is used for all the records that are filled in with a pencil. The saving that has been effected by these common sense economies has already amounted to several hundred dollars.

Saving in first cost is, however, only one of the considerations in designing office forms. If the convenience of the person who fills out the form is not considered, a large waste of time usually results and the form may prove expensive, no matter how low its original cost.

When a Toronto office manager recently planned to remodel some of his office forms, he went over the forms with his head stenographer, listening while she explained her jections to the old forms. For the first time he saw these forms through the eyes of the typist—the girl who has to use them. Difficulties which the operators encountered in filling in the old forms were brought to light, and an intelligent analysis of these difficulties pointed the way to a more scientific basis for drawing up future forms. The outcome was a series of revised forms which are neater than the old ones, and which the operators fill in more quickly and with less nervous fatigue.

Saving Typists' Time

One of the first things the manager discovered during his investigation was the fact that speed and accuracy in typewriting are not entirely matters of personal efficiency. If the best results are to be obtained, the mechanism of the machine itself must be taken into consideration. Disregard of this important factor causes much loss of time and waste of energy, and is frequently the source of errors. In designing forms, do not forget that high personal efficiency cannot do its best when it is forced to contend against artificial restrictions.

One of the first requirements for speed in typewriting forms is a fixed starting point for the operator. This means that all lines of writing

Over 21% Circulation Increase Since 1919

Average Circulation (A.B.C. Figures) for Three Months ending 31st March

Year	*Evening Journal*	*Morning Journal*	*TOTAL*
1919	19,407	4,224	23,631
1920	20,773	4,721	25,494
1921	22,461	4,919	27,380
1922	23,160	5,479	28,639

An average daily increase of 5,008 copies in 3 years

An increase of population in the Capital cannot, alone, be held responsible for these gratifying figures.

A close analysis gives the major credit to THE JOURNAL'S sane, constructive editorial policy, to its complete and aggressive news-gathering organization, to its many community enterprises, and to the exclusive feature pages usually associated with the larger metropolitan dailies.

THE OTTAWA JOURNAL—the acknowledged leader in its field—has during this period intensified its claim to be the dominant medium in the homes of the Capital.

You are appealing to the 'solid' elements in this fertile field when you address them through

The Ottawa Journal

(Members A.B.C.)

Average Circulation for March 1922 . 29,141

MORNING JOURNAL
5,707

EVENING JOURNAL
23,434

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

should begin, if possible, at the same margin on the left side of the page. Using the marginal stop, the operator is able to push her carriage to the left only a certain distance. The point where the carriage automatically stops is the right margin. When the marginal-stop is once set, the typist need give the matter no further attention. This at least, is true if all lines can begin on the same margin. If, however, they are irregular, the marginal stop is useless and the starting place of each new line becomes an arbitary one.

The typist is then forced to look at the machine each time she writes a new line, in order to find out where the line begins, and to bring the carriage into place accordingly. This involves lost motion. It not only takes valuable time to locate an arbitary starting point, but more important, the character of the machine makes it impossible for even the most expert typist to move the carriage back quickly and accurately unless the marginal stop is used. Even after constant practice and familarity with a form it is impossible to bring the carriage to a stop at an arbitary point except at a sacrifice of speed. In cases where it is necessary to do so, it is not the operator but the form which is at fault. The operator, however, comes in for the strain and worry of searching for the beginning of the lines. It destroys her concentration and results in mistakes.

When forms are designed to make use of the marginal stop, the operator can give undivided attention to the matter be written. New lines and spacings follow almost automatically.

Some Forms Slow Up Work

The operator does not need to look for the starting point since the marginal stop finds it for her automatically. She wastes no energy, and does not sacrifice her speed. Furthermore, the completed work is neater and easier to read. Many office forms can be revised in this respect with equally good results.

A second principal which the office manager discovered was the need for regularity in the spacing between lines. Fast writing is dependent, among other things, upon uninterrupted flow of writing. In making up forms, often no attention is paid to what seems like the unimportant detail of setting the type matter at intervals that will be convenient for the typist. The spacer on the machine moves the paper up one, two or three lines, according to its adjustment. If all lines of a form are separated by equal intervals of space, the spacer is set for that interval and the operator worries no more about the matter. If, however, a double is followed by a single spacing, or vice versa, or, worse yet, if the spacing is irregular and does not correspond at all with the spacing of the typewriter, the attachment on the machine cannot be used to advantage. This is one of the mechanical features that the operator is likely to appreciate more than the man who designs the forms. Filling in printed forms that are incorrectly arranged in regard to this detail wears down the typist's fund of nervous energy and her speed suffers.

Simplified Spacing

Another principal which the manager worked out from his investigation is: Eliminate spacing as often as possible. In order to space for a new line the typist must take her hand away, from the keys, turn the roll and drawn back the carriage. These three movements in themselves consume precious seconds: but what is still more objectionable, they interrupt the flow of writing and thus limit the operator's speed. It may seem a trivial matter except to an expert typist, but the loss is a material one. The reason this principle has not been more generally recognized in devising forms is because the old traditions of writing with a pen are still standard. With a pen it is easy to move the hand to the next line, but on the typewriter each new spacing means additional time.

In the small office where one clerk has diverse duties it is often most essential that every means be used that will simplify work. The bookkeeper in a "two-man" flour mill office designs all of the forms of the business, including those used in the books.

How to Plan Forms

"In planning a form," he says, "simply jot down on a piece of paper, in any order, everything that should go on the sheet. Take out the space and column headings, and arrange them in order with a view to preference. Next decide what is to be the sheet heading. Then check the notations, and see that nothing is omitted. List the space columns and margins, and after each one note in inches the space allotted to it. Add these figures and the total is the width of the sheet. The depth should be the same always.

"Obtain a sheet of drawing paper, or of ordinary wrapping paper that is larger than is required for the form. On this rule in pencil the column divisions, marking at the top of the column what is to be printed there and indicating which of the columns are to be given the 1-inch unit and ¾-inch unit rule. On the lines that have been ruled, mark which are to be 'double red,' 'single red,' 'faint blue,' and so on. The lines can be ruled in color to assist the printer if you wish. A sheet should be submitted after it is ruled, and on this have the printer paste a tissue paper proof of the printed headings for approval. See that the printed wording is properly placed on the sheet and the type uniform. If some of the headings, when spelled out, are too long and necesssitate a change in type, it is best to abbreviate uniformly.

"A supply of 300 to 500 sheets are generally sufficient to order at one time; if, however, 25 or more sheets are used per month, 1,000 may be ordered. If a large stock is on hand the mistakes will not be remedied promptly.

"I have found that a folder in the correspondence file helps in preparing forms. As improvements or changes are suggested, I file a note of it in this folder. At the time of reordering, this 'tickler 'is referred to, and all needed corrections are made."

Even though a scheme like this is used it probably is well to analyze, at intervals, every form in use in the organization. Such a "going over" made it possible to reduce the number of employees on the staff of one factory office from eighteen to twelve, to operate the department as a whole on a more substantial basis, and at the same time to increase individual salaries by raising the working standards of each person.

✦ ✦ ✦

Keep Your Label Orders

The salesmanager of a trademarked product that is being introduced on the market may perform a distinctly valuable service for his principal if he will see to it that there are preserved in his files fully authenticated records of the early sales of the goods and even of the initial orders for labels, containers, etc. Many decisions in trademark disputes have hinged upon evidence of this kind that could be submitted to prove priority of adoption and use.

BABSON SAYS:

"*British Columbia Lower Mainland Most Prosperous Territory on the American Continent.*"

This financial expert is quoted as saying that Vancouver is the metropolis of the most prosperous section of the American Continent today.

THE VANCOUVER WORLD is recognized as the family newspaper of British Columbia. Its readers form a great buying-power in the Province.

In greater Vancouver, with a population of approximately 200,000 people, it is read by a large group of intelligent, discriminating and prosperous people.

THE WORLD has the confidence of its readers. THE WORLD offers an Advertising Campaign in this prosperous section of Canada an unequalled medium.

THE WORLD has the big home circulation in all cities, towns and villages throughout this prosperous portion of the province. Its net paid sales on Saturday are in excess of 30,000 copies.

Vancouver Daily World

FOR INFORMATION

Eastern Agent

J. B. RATHBONE

95 King East, TORONTO

317 Transportation Bldg. MONTREAL

and Recognized Agencies

COURT RULING FAVORS CANADIAN CORN FLAKES CONCERN

Long-drawn-out litigation between Canadian and American manufacturers of Kellogg's Corn Flakes decided in Canadian firm's favor. Judge severely criticizes American firm in granting injunction. Case to be appealed.

THE long-drawn out litigation between the Battle Creek Toasted Corn Flake Company, of London, Ontario, as plaintiffs, and the W. K. Kellogg Cereal Company of Battle Creek and Toronto, as defendants, has been advanced another stage by the decision of Justice Middleton in favor of the plaintiffs. The decision restrains defendants from manufacturing and selling in Ontario cereal products in cartons similar in form, lettering and coloring to the cartons of the plaintiff company. The injunction takes effect on May 15th.

When interviewed by MARKETING, both J. L. Kellogg of the W. K. Kellogg Cereal Co. of Battle Creek, and R. C. Smith, of R. C. Smith and Sons Ltd., Toronto, advertising agents for the defendants, declined to express an opinion on the decision, beyond stating that the case would be appealed, and that, whatever happened, the trade would be protected.

"We are carrying out our advertising schedule as arranged up to the 15th of May, when the injunction takes effect," said Mr. Smith. "After that—"

In giving his decision, the judge summarized the history of the case since 1914. In the course of his remarks he states that his analysis of the product "would be that it is 49 per cent advertising, 49 per cent profit, 1 per cent carton, 1 per cent flavoring, and the food value is 'a trace merely'."

This comment has caused considerable talk in advertising circles and it is referred to editorially in this issue of MARKETING. Judge Middleton's finding in part is as follows:

"The writ in the first of these actions was issued on the 25th of June, 1914; the writ in the second action on June 30th, 1919. The first action came to trial at London on June 18, 19 and 20, 1917, when the hearing was adjourned to be resumed at an early date if a settlement was not arrived at. Apparently nothing was done to end the litigation, and further things came to pass which precipitated the bringing of the second action in 1919.

"It was ordered that the actions should be tried together, and the trial was resumed at Toronto on May 25th, 26th, 27th and 28th, 1920, when a further adjournment was made in the hope and expectation that a settlement would result, but this not having been accomplished, the trial was proceeded with January 4th, and 5th, 1921, and again on the 18th of March, 1921, when the evidence was closed and argument proceeded on this and the following day, both counsel desiring to supplement the oral argument by written argument.

"Written argument for the plaintiff was handed in several months thereafter, and for the defendant on the 8th of April, 1922. The result is most unsatisfactory from the standpoint of the unfortunate trial judge. The evidence has been extended and handed in and covers 1,432 pages, in addition to commission evidence.

"During the course of the trial over this scattered period, there were 416 exhibits put in. Two of the counsel engaged in the case have died, another has disappeared. There has not been much continuity in the way the case has been presented, and it is impossible, under the circumstances, for me to deal with the case in a satisfactory way.

CASE REVIEWED

"John Harvey Kellogg, a medical man of high repute, established the well-known Battle Creek Sanitarium, mainly for the purpose of rendering aid to dyspeptics. He invented and used certain foods in the course of the treatment of the inmates of this sanitarium, and these foods became widely known and much in demand by dyspeptics throughout the United States.

"Dr. Kellogg realised that money might be made out of the marketing of these foods, but thought it *infra dig.* to himself take charge of this mercantile business. His brother, W. K. Kellogg was interested with him in his general business projects, and it was arranged that the commercial end of the undertaking should be carried on by the brother so that professional discipline might not reach the doctor, but the profits of the entire undertaking were distributed 75% to the doctor, and 25% to the visible incarnation of what was really the doctor's business.

"It would never have done to disassociate the food business with the magic name of Kellogg, so the food was manufactured and sold with "Kellogg" at the mast-head and "Battle Creek Sanitarium" at the stern.

"After a considerable period of incubation, not productive of any very wonderful results, a new chapter was opened up in 1906, when Dr. Kellogg executed what has been called the Bolin option, to W. K. Kellogg and an associate named Bolin. Under this option, the right to exploit the United States market was transferred, Dr. Kellogg still retaining the controlling interest in everything, and his brother a very substantial share. Between them they had substantially the whole thing. The American organizations were divided and subdivided and passed through a series of complicated transformations, but all in substance were only an alter ego for the doctor as principal and Will K. Kellogg as his right-hand. The doctor retained for himself the world minus the United States.

CANADIAN RIGHTS SOLD

"The situation of Canada as a possible field for exploitation had next to be considered. Corn Flakes upon their merits would be nothing. Extensive and skilful advertising might make it a thing of value. It was contemplated that there should be a marvellous campaign of advertising in American magazines. These magazines circulated largely in Canada. It was proposed that Mr. Robinson and Dr. Roome, who had some knowledge of the Battle Creek business, should organize a scheme for the handling of this project in Canada. In all this, Will K. Kellogg was an active and moving party. The result was a proposition to Dr. Roome, bearing date November 24th, 1906, sent by W. K. Kellogg followed by a letter from him on the following day. In consideration of $75,000 Dr. Roome and his associates were to have the right to manufacture and sell Sanitas Toasted Corn Flakes and any cereal food that they (i.e., the Battle Creek Co.) might bring out which would come into competition with Corn Flakes in Canada. These Battle Creek Companies were not to manufacture or sell in Canada at any time in the future, a cereal product which would come into competition with Sanitas Toasted Corn Flakes.

"The secrets of manufacture were to be divulged; necessary machinery and material was to be furnished.

"The Canadian people had obtained a charter, and were carrying on business under the name of the Battle Creek Health Food Company Limited. The charter was issued by the Province of Ontario on the 8th March, 1905, with the full approval of the Kelloggs to the use and adoption of that name.

"On the 10th December, 1906, an agreement which is necessarily the foundation of this action, was executed between Sanitas Nut Food Company Limited and Dr. Kellogg of the one part, and the Battle Creek Health Food Company of the second part. This company was then carrying on its business at the City of London, Ontario. The consideration, $75,000, was stipulated for. The parties of the first part claiming to be the absolute owners of and to have the exclusive right to the trade marks, trade names, secret formulas and recipes for the manufacture and sale of the cereal food known as Sanitas Toasted Corn Flakes purported to sell to the company these trade marks, trade names, secret formulae and recipes and the sole and absolute and exclusive right to manufacture and sell the product in the Dominion of Canada.

GOOD FAITH SHOWN

"In all this there was, in the beginning, absolute honesty and good faith on the part of all concerned. The business in

Continued on page 400

"—this advertising must not appear on the same page or on page opposite to any patent medicine advertising"

Such words as these appear on a great many advertising insertion orders nowadays.

Advertisers are awaking to the fact that the sensational and distasteful copy of the quack and the fraud casts discredit even upon honest claims.

They say—"There must be no patent medicine copy on the page carrying our advertising."

Soon they will be saying—"There must be no patent medicine copy in the newspapers carrying our advertising."

That is the next logical step. If patent medicine advertising is undesirable it is undesirable on any page of a newspaper.

At present there is only one newspaper in Canada which vigorously excludes *all* such advertising, and keeps every page of every issue clean, wholesome and fitted for the advertising of reputable products.

The Citizen Excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks, and any other advertising that should not be found in a Clean Home Newspaper.

Advertisers seeking good company for their copy will find it at all times in the columns of The Citizen.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban
26,486

Total Circulation
30,404

EDITORIAL COMMENT

Wanted: A Vote of Confidence

A NUMBER of advertisers have persuaded themselves that cheaper advertising might be obtained if the agency system were divorced from the publishing industry. Publishers know better; and at the annual meeting of the Canadian Daily Newspapers' Association to be held in Montreal, they will probably re-assert their belief in the inherent economy of the established system, despite the abuses which have discredited it.

"Votes of confidence" are all the rage just now, and a resolution passed by the C.D.N.A., taking the shape of a "vote of confidence" in the agency system would do much to clarify and settle the situation in Canada. A number of publishers' organizations in various parts of the continent have passed similar resolutions during recent months, with the result that agency relations in the United States are less strained at present than has been the case for many years.

It is undeniable that evils exist within the advertising agency system, and it is probable that steps will be taken at the forthcoming meeting of publishers to enforce more rigidly the regulations designed to minimize these evils. A forceful and determined stand on the part of publishers in this regard would go a long way toward lifting the stigma which corrupt practices have cast upon the advertising agency business. It would eradicate a great deal of suspicion among advertisers and disarm the critics who, dissatisfied as they have been with the present system, have not been able to find or promulgate a workable alternative scheme.

"*Regulation*, not *Revolution!*" has been MARKETING's slogan throughout the entire discussion of agency relations; and it now appears that a stiffening of regulations is likely to be inaugurated. Such action on the part of the associated publishers, coupled with a convincing justification of the essential economy and effectiveness of the agency system, would probably give the quietus to those "abolitionists" among advertisers who aim at the complete severance of established relations between publishers and their agents.

The existing advertising agency system is practical, workable, economical and productive of a great volume of business for Canadian publishers. The demand for the abolishment of the present relations between agencies, publishers and advertisers—which has passed through many varying phases in both the United States and Canada during the past several years—is another expression of the age-long agitation to eliminate the middleman. It is very largely an economic proposition.

On many occasions MARKETING has voiced the opinion that the wrecking of agency relations would not result in cheaper space for the advertiser; and as far back as 1919 an editorial in this journal argued the inherent economy of the established system on this basis:

"Publishers are the employers of advertising agents as general solicitors of business. Their services are valuable to the publisher as business-getters, business-developers and as a convenient, economical co-operative means of rendering a desired service to their advertisers. The cost of the selling and service organizations thus maintained is borne by all publishers proportionate to their volume of business—and is of course included in the selling price of their space. . . . . The cost of advertising is kept down by the way in which publishers share co-operatively in the expense of maintaining selling and service staffs, generally known as advertising agencies. There seems no reasonable ground for the protest of some advertisers against 'paying the commission these agents get'—even less than there would be in a buyer of anything else objecting to a salesman getting a commission or salary on his order simply because it was easily secured."

The annual meeting of the C.D.N.A. provides publishers with an excellent opportunity of publicly reaffirming their adherence to the established system, and at the same time declaring their determination to rid the profession of the abuses which have threatened its stability.

* * *

Law and Logic

ALTHOUGH the professions of law and advertising are somewhat remote, there is no insurmountable reason why a man should not be an expert in both. It is, however, extremely improbable. The chances are that the average jurist knows as much about advertising as the average advertising man knows about law.

In a recent case in which the opposing parties were rival cereal manufacturers, the eminent justice in giving judgment said:

"I have treated the case as though the product was one of real commercial value. My analysis of it would be that it is 49 per cent advertising, 49 per cent profit, 1 per cent carton and 1 per cent flavoring, and the food value is 'a trace merely'."

It will be noted that this is an estimate of what the speaker's analysis "would be" if any serious analysis had been made. Of course, nothing of the kind was attempted. The learned judge was merely indulging in a little guessing. His words rang with that conviction so frequently heard in the tones of the lay critic whose long-distance view of another's field of operation lends assurance to the verdict.

MARKETING is not concerned with the judge's opinion on the food value of the cereal in question, but it has yet to learn of a product in the same class, or any other class, that can get away with a 49 per cent profit and carry an advertising appropriation of a similar amount. On the other hand, every advertising manager knows that it is a sheer impossibility for any amount of advertising to sell a food of which the food value is "a trace merely." The feat might be accomplished once, but the fraud cannot be practised indefinitely over a long series of years with constantly augmenting sales. It is extremely naive to suggest it.

Heavily advertised patent cereals have to compete with long-established non-advertised rivals, and their profit depends upon the large turnover which advertising gives them. Their cost has to be approximated closely to that of competitors. If the legal opinion in this case is correct, and this particular cereal has been earning a 49 per cent profit whilst carrying an advertising appropriation of like proportions—to say nothing of cost of material, manufacture and overhead, mere trifles all—it follows that there is gross profiteering in similar foodstuffs that are not advertised. Law may differ, but logic says it can't be done

KIRKWOOD'S LETTER FROM LONDON

Crosse & Blackwell's begin advertising. World's population estimated. Government attempt to accelerate trade revival. Insurance schemes as trade aids. Other topics of current interest continued from last issue,

From MARKETING's British Correspondent, JOHN C. KIRKWOOD

AT last Crosse & Blackwell have begun to advertise in the modern way, and are employing an advertising agency (S. H. Benson's). Newspapers and posters are being used. The advertising is attractive and informative.

For long years Crosse & Blackwell have abstained from advertising in any really aggressive way, and what advertising was done was an emphasis of the name of the firm, or of the contracted name, "C.B."

HODDER & STOUGHTON

In a London Sunday newspaper, Holder & Stoughton, book publishers, had a whole page advertisement, declared to be the first page of the sort ever published in this country. Certainly the enterprise was a bold one.

Hodder & Stoughton are perhaps the most go-ahead book-publishers in this country. They publish in Britain many of the books published in America by George Doran whom I regard as the most alive publisher in the United States.

BETTING AS A BUSINESS

The prospectus of a company organized to operate the totalisor betting system has appeared in this country. The company has offered 490,000 participating shares of 10/- each, and 100,000 deferred shares of 1/- each. The capital is £250,000.

I suppose the "Tote" system of betting is well known in Canada. The critics of the British issue are wondering why the company wants so much money. One man is to get upwards of $100,000 of the money subscribed, nearly all in cash, for his services in connection with the flotation of the project.

The issue is interesting by reason of its character. but it suggests that the British public is gullible.

Before the Courts, as I write, is the case of a man and his associates, who collects from the public huge sums—over £500,000 has been mentioned, by the offer to return £17 per week on an investment of £100.

This get-rich-quick offer was based on the returns supposed to be derived from the operations of a betting system The money flowed in so fast and in such large amounts that the principal of the organization didn't place any bets at all: he was too busy depositing the money to give time to betting. More than one bank refused to accept any more deposits, because it was not satisfied that the business which yielded such immense returns in so short a time could be clean and honest.

Money, it is said, came from all over the world. It is significant that the records showed no investors from Scotland! Hats off to Sandy!

THE WORLD'S PEOPLES

In a London paper was given recently an estimate of the world's total population; and some of MARKETING's readers may be interested in the figures:—

Europe	500,000,000
Asia	900,000,000
Africa	150,000 000
America	220,000,000
Australia etc	7,000,000
Total	1,777,000,000

The Asiatic and African figures are necesarily conjectural.

China's population is between 325 and 350 millions The 1921 census of Japan gave an aggregate for the Japanese empire of nearly 77 millions, of whom 56 millions are the inhabitants of Japan itself.

Greater London's population, according to the 1921 census is 7,476, 168

Australia's census, 1921, showed a population of 5,426,008 white people; and New Zealand's white population is 1,218,270.

The British Empire's population is as follows:—

United Kingdom	47,000,000
Self-governing Dominions	22,000,000
Rest of Empire (chiefly India)	378,000,000
Total	447,000,000

In this 447 millions the white people account for no more than 65 millions.

The greatest white (or mainly white) nations are now in point of number:—

	Millions
Russia (in Europe and Asia)	130
United States	106
Germany	60
United Kingdom	47
Italy	40
Ukraine (conjectural)	40
France	39
Poland	27
Spain	23
Roumania	15
Jugo-Slavia	14
Czecho-Slovakia	14

The compiler of the article from which the above figures are taken

PURVEYORS TO H.M. THE KING
BY APPOINTMENT
Piccalilli
It was Qualliotti, Chef to the Great Napoleon, who first introduced the flavour of Piccalilli into Pickles. When Napoleon was banished to St Helena, Qualliotti joined the House of Crosse & Blackwell France lost an Emperor, and England gained a Chef
But during the Siege of Paris in 1870, England was able to pay back her debt, since it is recorded in history that Crosse & Blackwell's goods formed one of the luxuries of the starving Parisians.
The introduction of Piccalilli is just one example of the way in which Crosse & Blackwell have made the history of English table delicacies. Great Chefs and famous Epicures have carried on that unbroken tradition for quality which makes Crosse & Blackwell's the selection of the careful housewife.
It's worth while saying
CROSSE & BLACKWELL
to your grocer
FOUNDED IN THE REIGN OF QUEEN ANNE

Beginning to advertise in the modern way after long years of conservatism.

says that the United States bids fair to beat Russia within 25 years, for she grows, not only by natural increase, but also by imigration.

State Help for Trade

The Trade Facilities Act is the Government's effort to accelerate trade revival. According to the provisions of this Act, the Treasury, after consulation with the Advisory Committe, is empowered to guarantee the principal and/or interest of loans up to £25,000,000. It is laid down that the loans to be guaranteed must be raised to finance capital undertakings, and that, provided that the expenditure of the proceeds would give employment in this country, the undertakings might be carried out in any part of the world.

The Committe has so far examined over 500 proposals It has had to draw a line between applications from companies who were in such a strong financial position that they could raise the necesary money on their own credit without a government guarantee, and, on the other hand, from those companies which were in so weak a financial position as to involve an excessive risk. So far the committee has actually passed guarantees up to £2,100,000; and are ready to recommend £14,000,000 of guarantees as soon as certain conditions have been complied with.

The serious propositions before the committee cover work to be carried out in the United Kingdom, Ireland, India, four continental European countries, and Africa.

British Postal Rates

The British public and, in particular, business men have been complaining and protesting for a long time over the high postal rates charged in this country. These rates are:

	Inland	Foreign
Letters	2d	2d to 3d
Postcards	1½d	1½d
Printed papers, not exceeding 2 oz.	1d	
Each additional 2 oz. or fraction of 2 oz.	½d	

The high cost of despatching letters—2d, and printed matter (circulars), minimum 1d, has been a grievous burden, and has restricted trade. Latterly not a few British firms have had their printing done in Germany or elsewhere abroad and mailed from the same country, to addresses in Great Britain and have saved substantial sums.

The matter became such a grievance that a conference of business organizations was convened in February by the Association of British Chambers of Commerce, and a letter was drafted and sent to the Prime Minister praying that the surplus of £9,000,000 earned last year by the Post Office should be applied to the reduction of postal charges.

The Postmaster General has been the target for a great deal of abuse by business men, because of the high cost, not only of the postage service, but also of the telegraph and telephone service. Also as a measure of economy, Sunday collections and deliveries were cut off several months ago.

The effect on advertising of the penny charge on circulars, and the 1½d on postcards, has been to restrict the operation of direct advertistising. $20 per 1000 for the despatch of circulars would, I feel sure, be considered in Canada and the United States a repressive cost; and in this connection it has to be remembered that the total area of the British Isles is about half that of the province of Manitoba.

Dunlop Rubber Company

The affairs of the Dunlop Rubber Company, whose last balance sheet showed a loss of over £8,300,000, have been having an airing in the press and in the 23rd ordinary general meeting of the Company, held in the early part of February..

The president of the Company is Sir Arthur Du Cros, M.P., and the chairman, a recent acquisition, is Mr. F. A. Szarvasy, of Hungarian origin, and credited with being a very great financial genius. It is his task to rescue the company from the mire into which it has fallen, as a consequence of disastrous forward buying of enormous stocks of materials in the faith that it was long-sighted business.

Sir Arthur Du Cros receives a salary of £12,000 per annum, and his brother Alfred, the vice-president, £3,500 per annum for the benefit of their advice, which the president says was not taken by the members of the old board. Sir Arthur is in the contenting position of being able to say, "I told you so," and perhaps that lets him out.

If old Mr. Dunlop were alive—he died last year—what would he say? He was quite "out," and rumor has it that he never felt quite happy or sweet about his elimination from the business to which his name is attached.

Speed's the Thing

Salesmen of motor cycles in this country say that the make which wins speed competitions is the one which the public buys in largest numbers. They say that the factory whose machine won last year the Tourist Trophy race—the classic event in motor-cycledom—is hard put to it to make its production equal demand, this while other factories are hard put to it to make sales.

So to ensure a good 1923 it is necessary in 1922 to win races.

It is said that winning durability and reliability trials does not count so much as winning speed trials, even though the buyer will never attempt to get out of his motor-cycle all its potential speed.

They tell me, too, that the engine which wins speed trials is a fluke—an ungovernable accident. So the great hope of a maker of motorcycles is to find among the thousands of engines which he may produce a few which by some happy and undiagnosable circumstance, will give the cycle to which they are fitted an exceptional speed performance.

A remarkable speed achievement is the best advertisement, so it is said, "outing" or downing the best copy and the best campaign of a motorcycle which wins no first-class races.

All of which means that the fortunes of a motorcycle manufacturer lie in the lap of the gods, and not in good salesmanship, good distribution and good advertising.

The Worship of Success

The power of a triumph to make sales is illustrated in the following story told in a salesman's conference.

A crack tennis-player was invited to play in a tennis tournament in his home town. His class was much above that of other players, and he won every event in which he participated.

At the close of his series of victories, all the players wanted to see his racquet, and wanted to know who made it. The next season, the local dealer sold 80 racquets of this make. Previously not a single racquet by this maker had been sold in that town.

A Dye-Maker's Advertisement

The makers of "Twink"—a soap dye—namely, Lever Brothers, have

Colonial Bond

Selecting Paper with an eye to its fitness

Commercial Stationery—like clothing or furniture—should be chosen with equal consideration as to style, coloring and value.

The appearance of your business letter is just as important as your own personal appearance.

COLONIAL BOND is a superior, tub-sized, rag content stock with that finish—that appearance of quality which proclaims its fitness for many commercial purposes. It is made in white and colors by The Rolland Paper Company, Limited, Montreal — makers also of "Superfine Linen Record," "Earnscliffe Linen Bond," "Empire Linen Bond" and "Mount Royal Bond."

Your enquiry brings a sample by return mail.

The "R Shield" Watermark

been employing an interesting method of advertising it—a Twink fancy dress ball. Prizes amounting to £12 were offered for the best fancy dress costumes dyed exclusively with Twink dyes. A charge of 2/-admission was charged, in at least one instance, and the proceeds were devoted to a hospital.

Also, there is Twink dance music —waltz and march, which is sold for 6d.

Particulars concerning the competition and ball were obtainable from Twink retail distributors.

Christian Principles in Business

In this country there has been formed the National Movement towards a Christian Order of Industry and Commerce. Among the men identified with and holding office in it are Mr. Arnold Rowntree of Rowntree's Cocoa; Mr. Angus Watson of "Skippers," a tinned fish; Mr. Sydney Pascall, of Pascall's, confectionery makers; Sir Richard V. Vassar-Smith, Chairman of Lloyd's Bank; Lord Robert Cecil, who may some day be Britain's prime minister; and Viscount Hambledon, head of W. H. Smith & Sons, printers and news agents. The defined aim of the movement is "to rally men and women of goodwill engaged in the administration of industry, commerce, and the professions, for the application of Christian principles to industrial, commercial and professional life."

Paint Maker's Insurance Scheme

The makers of Berger Paints—the British extension of the Sherwin-Williams Company — are offering free accident insurance for builders and decorators.

The amount of the protection varies according to the amount of the total 1922 purchases. Thus purchasers of Berger products to the amount of £10 have a death insurance of £250. Those whose purchases amount to £160 and over have a policy of £1000.

The policies are issued for 12 months from the date of the insurance company's acceptance of the customer's application for a policy.

The makers of Oxo are employing this insurance idea to swell the sales of this "life-saver."

In a previous letter I referred to the employment of death and accident insurance policies by newspaper publishers. It is said that the *Daily Mail* pays a flat premium of £100,000 to the Insurance Company which insures its 5,500,000 readers —at the rate of about $1,500 a day in good Canadian currency.

Stock Exchange Advertising

I have seen in Marketing some reference to advertising by Stock Exchange in Canada. Therefore, the following advertisement, taken from a London daily newspaper, defining the position of the London Stock Exchange, should prove interesting to Marketing readers:

THE STOCK EXCHANGE
Notice

Members of the Stock Exchange are Not Allowed To Advertise for Business Purposes or to issue circulars to persons other than their own principals.

Persons who advertise as Brokers and Share Dealers are not Members of the Stock Exchange nor in any way under the control of the Committee.

Members using Contract Notes are required to use such a form as will provide that the words "Member of the Stock Exchange, London," shall immediately follow the signature.

A List of Members of the Stock Exchange who are Stock and Share Brokers may be seen at the Bartholemew-lane entrance to the Bank of England, or obtained on application to

EDWARD SATTERTHWAITE
Comittee Room, Stock Exchange.
London. E.C.2.

Olympia to be Enlarged

London's mammoth exhibition building, Olympia, is to be enlarged. Spacious though it is, it is inadequate to accommodate the annual motor show and other exhibitions. Also, its facilities as an exhibition place ,are in such great demand that it is booked up always for a year in advance.

The extensions proposed are a new hall similar to the existing one, connecting with the present building. The additional floor space provided by the new hall will amount to about 100,000 square feet, which, added to the existing floor space, will give Olympia a total floor space of over 300,000 square feet, or about 7 acres. The aim is to have the new building ready by next autumn.

British Empire Exhibition

The Great British Empire Exhibition planned for 1923 is to be postponed until 1924—a wise thing, for it would be an impracticable thing to hold it a year hence.

The British Empire Exhibition Mission has already left on its world-tour of British Dominions to solicit their co-operation and participation. The Mission will arrive at Vancouver on August 12th; Toronto about September 1st; and will leave Canada about September 30th.

✣ ✣ ✣

G. Coursol Ltd., 382 City Hall Avenue, Montreal, are placing some advertising direct for Peptonine.

Daily Newspaper Publishers Meet in Montreal, May 3 and 4

At the third annual meeting of the Canadian Daily Newspapers' Association, to be held in Montreal, May 3 and 4, the usual custom of confining all sessions to business matters only will be departed from; a banquet to which members' wives are invited and other social entertainment having been arranged.

Invitations to the banquet have been extended to Hon. W. L. Mackenzie King, Sir Lomer Gouin, Hon. Arthur Meighen and Sir Arthur Currie.

A large attendance is expected and questions that keenly interest every newspaper publisher will be discussed.

✣ ✣ ✣

R. T. Chandler joins Staff of McConnell & Fergusson

R. T. Chandler, who has been connected with Belding-Corticelli Limited, manufacturers of the famous "Beldings" and "Corticelli" Silks, for over three years as advertising manager, has recently joined the London office of McConnell & Fergusson Limited, advertising agents. Mr. Chandler has been actively engaged in sales promotion and advertising for eight years both in Toronto and Boston.

✣ ✣ ✣

The Federal Advertising Agency, London, is placing a campaign for N. Slater Co. Ltd., Hamilton, manufacturers of door hangers, etc. The first piece of copy appeared in trade papers announcing to dealers that Mr. Slaterz Burd, a new trade figure, will be used extensively during 1922 to popularize the firm's products.

✣ ✣ ✣

Large space is being used by the Ford Motor Company of Canada Ltd., to announce the affiliation of the Lincoln Motor Company with the Ford industries. An unusual feature of the copy which whets the interest of the reader in the advertisements to follow in the series, reads as follows: "The Lincoln Car will, however, continue to be 'Leland Built.' This expression has acquired such a significance in Motordom that we ask the prospective buyer of an exclusive car of individuality to defer purchase until the meaning of 'Leland Built' has been explained."

✣ ✣ ✣

A new monthly publication, *National Life of Canada*, which commenced publication last November, but was suspended owing to the illness of Miss Grace E. Kennedy, the managing editor, was resumed with the April issue. This magazine, devoted to women's interests, is published by The National Review Co. of Canada Ltd., 112 Union Trust Bldg., Toronto. The April number contains 48 pages, is well printed and illustrated, and includes many well edited departments.

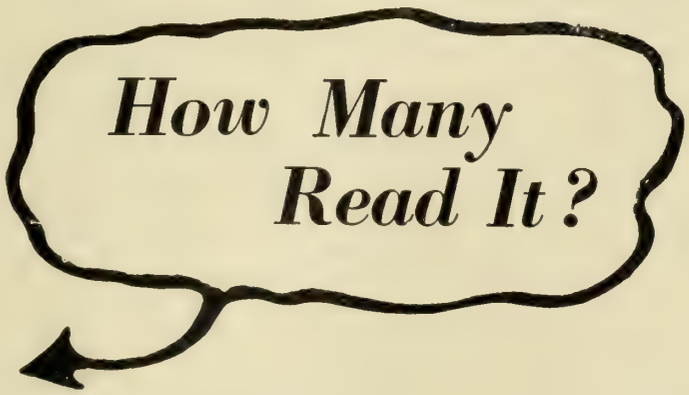
✣ ✣ ✣

R. H. Bedell, connected for three years with the MacLean Publishing Co. Ltd., latterly as manager of *Druggists' Weekly*, has resigned to accept a position as account executive with the Mitford Advertising Agency, Toronto.

✣ ✣ ✣

An error in the April 15th issue of Marketing credited the R. Sykes Muller Co. Ltd., with securing the advertising account of the Wm. Buck Soap Company. This item should have referred to the Happy Thought Foundry Co. Ltd., Brantford, formerly the Buck Stove Company.

The Brantford Expositor



11,500 Subscribers

**in the richest and
most prosperous district in Ontario**

You cannot afford to leave it off your National List

South Waterloo—

Do you know about this territory?

If not, *The Galt Reporter* Service Department will gladly furnish you with desirable information concerning this enterprising and profitable district, which includes the City of Galt, the towns of Preston and Hespeler and a prosperous rural area.

Advertisers seeking to get their products before the people in this country will find *The Reporter's* 4,736 circulation of assistance and advantage since it is the only daily published in the field.

Your nearest agency can furnish you rates.

Galt Reporter Limited

(Member A.B.C.)

GALT ONTARIO

U.S. Representative—
GEO. B. DAVID INC.,
171 Madison Ave,
New York City, U.S.A.

Canadian Representative—
H. E. SMALLPIECE
32 Church St.,
Toronto, Ont.

Order Your Copy of the

1922

LYDIATT'S

Canadian Market and Advertising Data

BOOK

NOW

and get the full year's use of it. Bigger, better, and more useful than ever. $5.00 a copy.

From the publishers
"Marketing"
27 E. Wellington Street, Toronto

Court Ruling Favors Canadian Corn Flakes Concern

Continued from page 392

Ontario was established and received the kindliest aid and sympathy from the parent company and all associated with it. This was not entirely disinterested, for the purchase price was payable in instalments and unless success had been attained, the price would not have been forthcoming. There was no thought or idea of defrauding or misleading the public. The Canadian concern was treated as the legitimate offspring of the American. Although the goods were put up and marketed in cartons substantially identical with the American, these cartons, save in the case of some few sent by the American Company, indicated the place of origin as London, Ontario, and indicated the Canadian Company as the manufacturer and the vendor. The goods manufactured were manufactured on the original formulae and its improvements. They were identical with the American goods. The desire of the American Company was that the goods should be as they were identical in all respects, so as to maintain the same high standard of manufacturing excellence.

"The advertisements published in the American magazines circulated, as I have said, very largely in Canada, had imprinted upon them the statement "Canadian trade supplied by Battle Creek Toasted Corn Flake Company, London, Ontario."

"Everything went well for a considerable period of time, but ultimately there was a radical change and a quarrel between Dr. Kellogg and his brother, result-in bitter and long drawn out litigatioin in Michigan. The result of that litigation is that Dr. Kellogg is held to have defeated himself by his arrangements with his brother. Having allowed the brother's name to be put forward as the "Kellogg" throughout the United States, he has lost his own rights. He refused to commercialize himself, and must take the consequences.

"'Sanitas' was found to be a word of ill omen and only induced the dyspeptic to eat the food, so "Kellogg" became the emphasized trade name and the advertisements were framed to induce the healthy to partake. This was a legitimate development and the Canadian company was permitted to share in it.

Changed Attitude

"There followed an entire change in the attitude of the American concern, towards the Canadian. The price had been paid. The Canadian field looked valuable. Even when the reference to the Canadian company was eliminated from the American advertisement, the Canadian Company was reaping advantage from the continued publication in magazines circulating in Canada, and above all a new king had arisen who knew not Joseph. The son of W. K. Kellogg had come to the forefront in the control and management of his father's affairs, and the division, 75% to the uncle and 25% to the father was not palatable. This young man (as soulless as any corporatioin) cast jealous eyes on the Canadian market, and I think that his attitude is the origin of the trouble leading up to this litigation. He and his father are ready to ignore the fact that the father received the 25% of the price paid by the Canadian Company, and seek to render inoperative the grant to it in a way that is not only quite unworthy, but bordering upon dishonesty. They have stood by and suffered the company here to establish a business using and adopting the ever-changing cartons following the American lead, adopting changes in the trade name, and in the mode of manufacture and now seek to destroy all this by coming into active competition with them in the market.

"At the time the first of these suits was instituted, the goods were marketed by the defendants in Canada in cartons quite dissimilar from those used by both plaintiff and defendant up to that time. When the second suite was instituted, the cartons used were practically undistinguishable from the trade standpoint, from those used by the plaintiffs.

"The answer to the action is in the first place an attemept to show that the defendants did not acquire the right they thought they had acquired, owing to defective title on the part of their grantors, and also to show that the right was merely to market goods in the name Sanitas Toasted Corn Flakes.

Defendants Acquiesced

"I think this is effectively answered by the evidence establishing acquiescence on the part of the defendant, in all that was done by the plaintiffs.

"It is then argued that the plaintiffs have no right because the whole transaction was such a fraud upon the public that the plaintiffs cannot invoke the equitable jurisdiction of the Court. I have little sympathy with those zealous guardians of public morals who pocket the consideration and seek to render the transaction nugatory to their own profit, but in this case, as already indicated, I think the principle relied upon has no application. The transaction here is no more fraudulent than the manufacture of Ford motor cars at Ford City in Canada by the Canadian Company, everyone knowing that these are manufactured by a branch company, the parent company being in Detroit.

"The contention made is too wide and quite unwarranted by the cases. This being my opinion of the case upon the merits, I think it better not to follow the example of the parties and hold the case for a long period for the purpose of preparing elaborate reasons, but to start the case upon its career, with these findings of fact, and my opinion as to the legal questions involved. They can be, if necessary, more elaborately discussed upon appeal.

"In the very elaborate argument presented on behalf of the defendants, the situation is likened to a locomotive of which the fuel is advertising. To this motive power are hitched "trailers" which could not travel alone. It is suggested that the plaintiff, without authority, seeks to hitch its puny trailer to this train. The figure is not inapt. The plaintiffs in my view have paid for the privilege, and the defence set up is really that they are not entitled to do so because the locomotive has a new coat of paint."

✦ ✦ ✦

The Kanada Biscuit Company, capitalized at a million dollars, is shortly to build a modern plant at Hamilton, Ont.

The Farmer's Advocate and Home Magazine

First in the Farm Field
and
Still Dominant

invites your continued patronage

Published by
The William Weld Co. Ltd.
London Canada

Members A.B.C. since start

Dairy Farmers are Wealthy!

FOR eight successive years dairy farmers in Canada have enjoyed uniformly high prices. The field is therefore one of established prosperity—prosperity which has placed the dairyman (according to Government Survey) as the highest cash earners per hundred acres of any rural class in Eastern Canada.

Farm and Dairy, established 1880 by a Joint Stock Company of dairy farmers and dairy cattle breeders, is the only publication in Canada specializing on the dairy field. It is the Educational medium of The Nova Scotia Dairymen's Association, The Montreal Milk Shippers Association (English Section), The Eastern Ontario and Western Ontario Dairymen's Associations, and the United Dairymen Co-operative Limited of Ontario. Its circulation is exclusively to men in some branch of the Canadian dairy industry and is mostly concentrated in Ontario — the chief dairy Province of the Dominion.

FARM & DAIRY

The National Dairy Magazine

Member A.B.C.
Reports on request.

PETERBORO, ONTARIO

Relation of Economical Production to Successful Selling

Continued from page 384

as between the employer and employes, but it is noticable that those concerns that have no labor troubles are those within which there has long existed good understanding between the executives and the workers. There are experts in every department of business, especially in the finance and accounting departments. Some of them are useful, some are necessary, while some detract from the personal touch between employers and employes.

It is a pretty good rule that a business of production shall be as self contained as possible. The heads should study general business conditions, the human question, labor matters, and all matters connected with the actual operations. They also should keep in intelligent touch with finances and know accounting. The finances of a business are complicated or not as it is in the borrowing market or not. If it can be kept out of the money lenders hands it is not so difficult to handle its finances.

If the banks have to be appealed to for extra money to meet seasonal needs the banks are going to impose their regulations upon producers, and those regulations often hamper operations. This is an era of borrowing. There is so much money in the world that it cannot be utilized unless there are bonds to be bought and stocks to be acquired. Concerns that have to pay interest on large loans would be in much better condition if the amounts they have to borrow could be used as capital.

All of these matters have a direct bearing upon economic production. It is harmful to any production business to have to be in any measure controlled by any interests that are not directly and solely interested in producing the goods the business is organized to produce. Strictly money interests are the greatest tyrants, and insist upon conditions that limit production efficiency.

Knowledge is the greatest asset of the manufacturer, knowledge of his own particular business, knowledge of business in general, knowledge of all the contacts of his business with general business, knowledge of men, knowledge of the general scheme of the universe, knowledge of history. All of these varieties of knowledge are essential for the highest efficiency in any line of business, and each of them has a very direct relation to economic production. It will be argued that a man engaged in manufacture is not able to acquire these several branches of knowledge. It is a specious plea, a plea in avoidance. If he is not able to equip himself for the business he intends to prosecute, he should remain out of that business.

A man planning to manufacture, let us say, an electrical specialty, will be certain to equip his factory with all the delicate and costly machinery and apparatus required. He will insist upon having the best, the tested, the most reliable, that which will produce the greatest volume. Nothing will be too minute to escape his attention. The smallest item of superiority in a given machine or implement commends it to him. He exhausts all agencies able to assist him in his selections, and takes all sorts of pains to secure the best in existence.

The human element which is to go to the operation of this factory is of infinitely more importance than the machinery, the implements, the patents, the formulas, the buildings, the methods, etc. The man at the top is the pattern and exampler for all the others. If he does not know the conditions that modify and control his business, if he does not know men and how to utilize them, if he is not able to judge of the selling field, if he is not in acute touch with conditions of progress, what sort of a tool is he to have the most important functions of his enterprise entrusted to him?

It is exactly in this human sphere that production is now inefficient. There is not enough knowledge in production. There is even a dearth of technical knowledge. Many large enterprises are controlled by men who have the vaguest notions about the products they turn out, what they are for or how they are made; about the market for them, or how they are to be placed in those markets. They sit at the directors' table with solemn faces and vote against everything but proposals to declare dividends or raise the salaries of officials. They are a drag on production, and cause it to function below par.

It is a saving consideration that

production business is waking up to its opportunities and its obligations, and the most hopeful thought is that all of the things we have considered as being desirable contribute directly and continuously to the success and profitableness of production enterprises.

✣ ✣ ✣

Press Agency Bureau Ltd., advertising agents, Toronto, are placing a limited campaign for Boyshform Brassieres, manufactured by Eisman Co., Toronto.

✣ ✣ ✣

The Toronto office of A. McKim Ltd., advertising agents, has recently sent out instructions covering the advertising of Van's Ointment, manufactured by the British American Drug Co. Ltd., Welland, Ont.

✣ ✣ ✣

Copy for Brantford Sectional Cottages, manufactured by the Schultz Bros. Co. Ltd., Brantford, Ont., has recently been placed by McConnell & Fergusson Ltd., advertising agents, London.

✣ ✣ ✣

Redmond & Co. Ltd., Montreal, have been using newspaper space to advertise Tirard Hats, manufactured by Tirard Freres, Paris, France. The account is handled by Dominion Advertisers Ltd., Montreal.

✣ ✣ ✣

Three-column copy for Tress Hats has recently been placed in Canadian mediums by Saward, Baker & Co. Ltd., advertising agents, 27 Chancery Lone, London, Eng.

✣ ✣ ✣

Koreen, a scalp treatment partially derived from the Harrison Hot Springs of British Columbia, is being marketed in Canada by the Christie-Rimmer Sales Co. Ltd. Vancouver. The firm has recently opened a Toronto Office. Crawford-Harris Advertising Service, Vancouver, has the account.

✣ ✣ ✣

A. McKim Ltd., advertising agents, Montreal, have recently placed large and distinctive copy for White Owl Cigars, manufactured by the General Cigar Co. Ltd., controlled by the Imperial Tobacco Co. of Canada Ltd.

✣ ✣ ✣

C. C. Jenkins, for two years feature writer with *Maclean's Magazine*, has joined the staff of the Toronto *Globe*. Mr. Jenkins will retain his connection with *Maclean's* in an advisory capacity.

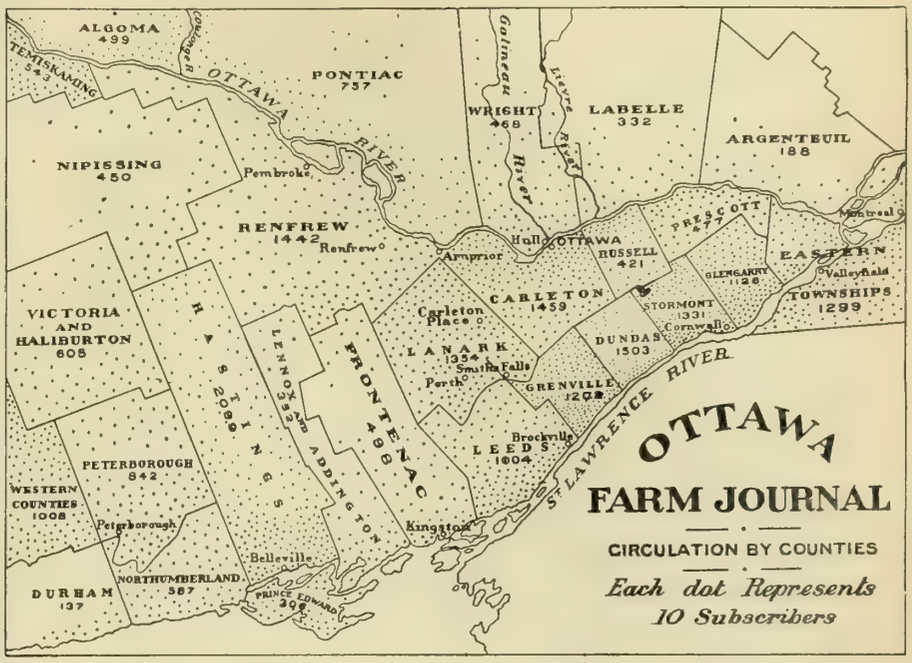
✣ ✣ ✣

The organization of a Dominion-wide association of manufacturers engaged in the needle trades—including men and women's clothing, neckwear, whitewear, overalls, corsets, shirts, etc.—was proposed at a meeting held recently in the office of the Canadian Manufacturers' Association, Toronto. A further meeting will be held shortly in Montreal to secure the views of the trade in Quebec. Over 700 concerns are engaged in the needle trades in Canada.

✣ ✣ ✣

Copy for Van Heusen Collars, manufactured by Canadian Converters' Co. Ltd., Montreal, has recently been placed by Desbarats Advertising Agency Ltd., Montreal.

Concentration Counts—



The above map visualizes the concentrated territory in which OTTAWA FARM JOURNAL circulation is distributed.

The Great Central Dairy Belt of Eastern Ontario and Western Quebec, as this rich dairying and mixed-farming area is termed, is dominated by THE OTTAWA FARM JOURNAL.

9000 more copies of each issue of THE OTTAWA FARM JOURNAL are circulated here than of any other Farm Paper—striking testimony to the remarkable influence it wields in these prosperous rural and farm homes.

THE OTTAWA FARM JOURNAL lays no claim to circulation in Western Ontario, the Maritimes or elsewhere.

But in its own territory its influence is supreme, and its use indispensable to any advertiser seeking to merchandise his product in these parts.

Average Paid Circulation for 1921 . . **24,103**

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA **ONTARIO**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1086 Peoples Gas Bldg.
BOSTON—Old South Building

"Once a Customer

—always a Customer"

THIS explains in a sentence the remarkable growth of our Job Printing business. We have satisfied our customers and they have stayed with us and recommended us to others. Try us, and you will be satisfied to continue sending us your work.

THE COMMERCIAL PRESS

51 Wellington W., Toronto

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

Ten Pointers for Salesmen

To test the efficiency of his salesmen, a jobber prepared the following questions with instructions to his salesmen to apply them to their daily experiences for ten consecutive evenings: (1) Was I physically fit? (2) Did my personal appearance bespeak prosperity or success? (3) Had I made sure that my approach was well timed and did I make proper efforts to avoid interruptions? (4) Had I at least made an effort to discover a possible angle of approach to the customer? (5) Was my greeting sufficiently cordial, business-like and important? (6) Did I waste time with non-essentials? (7) Did the prospect's coldness weaken my approach, and did I allow it to develop to the point of resistance? (8) Was I sufficiently alert to gather from this approach any suggestion regarding the best manner of putting my proposition? (9) Did I carefully watch for a spark of interest and remember the point which obviously aroused this interest, and did I elaborate on it? (10) Did I quickly discover the one objection which would have to be removed before the sale could be made?

Handling a Dodger

A salesman for a pickle manufacturer had a customer who was always insisting that another line of pickles was as good as his. One day he stepped into the store and saw that the competitor had just landed a keg of pickles. The dealer's first words were, 'Well, I called up your house and ordered some pickles,' which the salesman knew was false. Thanking the dealer for the order, he sampled one of the pickles, and turning to his sample case, took out a slip and began writing.

"'What are you doing?' asked the dealer.

"'Those pickles are not near up to our standard," was the answer. "I am making out a pick-up slip for our truck driver to call and pick up that keg next time he is in this part of the town, and I would ask you please not to let any more of these pickles go out."

"Our truck was soon at his door," concludes the salesman in telling the story, "but not to pick up pickles but to deliver some, along with other varieties of our line."

"Swellhead" an Asset

The salesman with the "swellhead," if it can be called such, has a big asset. His overwhelming confidence is proof positive that he believes in himself. Many salesmen who are accused of having swellheads by other salesmen are maligned, because the swellhead condition is simply a figment of imagination. Most men accused of this condition are simply sure of themselves, believe in their goods and therefore believe that they can sell the maximum number of prospects they call on.

Carrying Rival Catalogs

"I knew a man on the road," said an old-time traveler with whom I was discussing the more or less difficult process known as salesmanship, "who carried with him several catalogs put out by other houses so he could make comparisons with his own. In my opinion, that salesman not only wasted a lot of strength in lugging the extra books about, but he weakened his own case whenever he brought them to the attention of a customer. My notion of a good salesman is one who knows everything there is to know about his own line. When he can talk intelligently, and sell it on its merits from every angle and every point of view, he will not need to carry rival catalogs and his knowledge of competing lines will be seldom drawn upon. Familiarity with the latter is of course essential, but to make a competitor conspicuous by carrying his catalog is to weaken one's own cause."

Why Salesmen Fail

An investigation into 207 cases revealed the following reasons why some salesmen fail:

Lack of Industry	30%
Failure to follow Instructions	26
Lack of Tact and Courtesy	12
Lack of Stick-to-itiveness	8
Lack of Confidence-holding qualities	8
Lack of Knowledge regarding Line	7
Unable to withstand the counter-offensive of Buyers	6
Went Stale	4
Poor Health	3
Dishonesty	2
Miscellaneous	2

A Time to Refrain from Speech

Many a sale is lost because the salesman keeps on talking after he has put his message across. One Sunday Mark Twain went to church and listened to an eloquent sermon by a missionary who was appealing for funds for the heathen. Such was the speaker's salesmanship that Mark decided to contribute one hundred dollars when the collection box came around. But the missionary talked on and on until, after a time, Mark decided that fifty dollars would be quite sufficient for the poor heathen. As the missionary continued to talk Mark's ardor gradually diminished until he had in turn decided to contribute $25, $10, and then $5. When the basket finally did come around his sympathy for the heathen was so far spent that he, so he said, took five cents out of the basket to pay his car fare home.

The "Bread and Butter Line"

One salesman tells us that he makes a note of a certain article or line every week and calls that his "Bread and Butter Line." He makes a special effort to sell enough of this line that week to pay his expenses. Then all other sales are velvet. Not a bad plan eh?

British Advertising Pioneer Leaves Big Fortune

One of the pioneers of advertising in England, Sir Alfred Frederick Bird, has left estate of the gross value of $3,800,000. Sir Alfred was chairman of Alfred Bird and Sons, Limited, of Birmingham, who achieved world-wide fame on account of their custard powder, which was advertised everywhere. Other fortunes from well-advertised proprietary articles left in recent years have been as under:

Charles William Post ("Grape Nuts")	$21,000,000
James C. Eno ("Eno's Fruit Salt")	8,000,000
Senator George T. Fulford ("Dr. Williams' Pink Pills")	6,500,000
Henry John Heinz ("57 Varieties")	10,500,000
Charles W. Lea ("Lea and Perrin's Sauce")	5,250,000
Samuel Palmer ("Huntley and Palmer's")	4,800,000
James Epps ("Epps's Cocoa")	3,600,000
J. J. Colman ("Colman's Mustard")	3,400,000
Sir James Horlick ("Malted Milk")	2,250,000
Frederick B. Benger ("Benger's Food")	2,100,000

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Owen Sound Sun-Times to publish daily

Effective May 1st the Owen Sound *Sun-Times*, which has been issued every other day up to the present, will be published as a daily newspaper. The new daily will be an evening paper.

The *Sun-Times* was established in 1853, and is among the oldest existing newspapers in the province of Ontario. It is alone in its field.

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An indication of the improved condition of general advertising is contained in the latest issue of *The Retail Merchants Globe*, Toronto, which has been expanded from the usual six pages to ten pages, in order to carry reproductions and details of new national campaigns that have started or are about to start in the parent newspaper.

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The Mitford Advertising Agency, Toronto, has secured the acount of the Patterson Candy Co. Ltd., Toronto, and is placing a limited campaign for this firm's "Private Stock Chocolates".

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Smith, Denne & Moore Ltd., advertising agents, are placing some advertising for the Maple Crispette Co., Montreal.

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Theo. F. MacManus Inc., advertising agents, Detroit, are now placing advertising in Canadian publications for the Maxwell Motor Sales Corporation, Detroit. The Canadian end of the account was formerly handled by the Baker advertising Agency, Toronto.

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An official report of the relief work done by the *Montreal Star* for the unemployed in that city during the past winter has just been issued. From late in November until early in April the *Star* distributed 191,152 meals.

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The advertising of Packard motor cars and trucks is now being placed in Canadian media by Theo. F. MacManus Inc., advertising agents, Detroit.

ANNUAL NUMBER May 10th

Reserve your space now!

The Annual Number of the "Contract Record and Engineering Review" placed in the hands of four thousand builders, contracters, architects, engineers, municipal officials and industrial plants constitutes a valuable buying reference for construction and engineering products.

If you want to reach this field don't fail to be represented in it.

Full information and rates on request.

Hugh C. MacLean Publications

Technical and Business Papers

Canada Lumberman — *Western Canada Contractor*
Contract Record & Engineering Review — *Commercial*
Electrical News — *Western Lumberman*
Footwear In Canada — *Western Canada Coal Review*
Canadian Woodworker & Furniture Manufacturer

TORONTO 347 Adelaide St. West
MONTREAL 119 Board of Trade Bldg
WINNIPEG 302 Travellers' Bldg
VANCOUVER Winch Bldg

CHICAGO NEW YORK LONDON, Eng.

What is Your Percentage?

A big national distributing Company in Winnipeg believed they were covering close to 100% of their trade with a mailing list compiled and supposedly kept revised within their own organization.

We proved to their satisfaction Wiggins Systems Mailing Lists were 12% better.

This company now uses Wiggins Systems Mailing Lists and are getting increased business from their Direct Advertising.

Most likely we can help you in the same way.

WIGGINS SYSTEMS LIMITED

A Complete Direct Mail Service

500 Coca Cola Bldg.
Winnipeg
Canada

Try A Little Coaxing

Mr. and Mrs. Public have become thoroughly tired of being "it" in our great game of Buy and Sell. They are still ready to play but they want to be coaxed. To many bewildered merchandisers this is almost a lost art, and their trade has suffered accordingly, for a plain statement of increased values alone will not suffice—the appeal must be attractively presented and insistent.

Thus many are finding the solution of their sales problems in the increased use of business-getting

DIRECT MAIL ADVERTISING

as planned and produced by the

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6104

Big Sampling Campaign for Shredded Wheat

The Canadian Shredded Wheat Co. Ltd., Toronto, will shortly commence a house-to-house sampling campaign, conducted in connection with an unusually heavy appropriation for newspaper and other advertising, extending to every city, town and village in the Maritime Provinces, Quebec and Ontario.

This company has done a great deal of sampling in years past, but this is by far their largest and most concerted effort. Crews equipped with Dodge sedans, bearing brilliant gold lettering, will tour the entire eastern half of Canada with the objective of placing a sample of Shredded Wheat in every urban home.

Norris-Patterson Ltd., advertising agents, Toronto, have just recently sent out a new series of copy to a large list of newspapers.

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Bramble made Sales Manager of American Chiclo Co.

B. H. Bramble, sales manager for the Canadian Chewing Gum Co. Ltd., Toronto, has been appointed sales manager of the American Chicle Company, the parent concern, with headquarters in New York City.

Mr. Bramble is very well known in Canadian advertising circles. He was formerly with the Goodyear Tire & Rubber Co. Ltd., Toronto, has been a director of the Audit Bureau of Circulations for some time, and held the presidency of the Association of Canadian Advertisers last year.

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Macpherson-McCurdy Ltd., advertising agents, Winnipeg, have sent instructions to a number of western dailies and farm papers covering the advertising of "Treat-emruf" Coat Work Shirts, manufactured by Finnie & Murray Ltd., Winnipeg.

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Chas. H. Fletcher, founder of the Centaur Company, manufacturers of Castoria, died at Orange, N.J., April 9th, in his 85th year.

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The Canadian section of the British Chamber of Commerce in Paris has inaugurated a series of monthly luncheons with the object of getting together resident members and Canadian business men passing through the French capital. Lieut-Col. Barre, Canadian Trade Commissioner in Paris, addressed the first of these gatherings last month, and expressed the hope that a new trade convention between France and Canada would be drawn up within the next few months.

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J. W. McCoubrey, first vice-president and general manager of the United Drug Company, has been elected president and general manager of the Louis K. Liggett Company, thus placing the operation of both companies under one management. Mr. McCoubrey is a graduate of the Ontario College of Pharmacy and opened the first Liggett stores in Canada a few years ago.

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Announcement was made last month of the organization of the Hochelaga Cement Co. Ltd., capitalized at four million dollars, with a plant in Montreal. Capacity of 750,000 barrels a year is the firm's immediate objective.

Advertising After the Event

A new wrinkle in advertising has been tried out by a moving picture theatre in the United States. After a week's engagement of "Disraeli", with George Arliss in the title role, the management took considerable space in the local papers to tell those who omitted to see the picture just what they had missed. There was no intention of repeating "Disraeli". The advertisement states frankly that the picture was "only moderately successful", and said it was inserted "largely as a complimemnt to its makers and distributors" for sending out "one of the very best if not absolutely the best picture that ever played the house." The advertisement states the reasons for giving the picture such high rank, and after reading this criticism, anyone who failed to see the production will be strongly inclined to vow he will miss no more big events featured by that particular management. The advertisement has been reproduced in trade journals by Distinctive Productions, Inc., New York, the makers of "Disraeli."

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Italo-Canadian Consortium Formed in Milan

At a meeting in Milan, Italy, last month, Cavalier G. Ricciardi, Italian consul at Montreal, was instrumental in having formed an Italo-Canadian consortium to finance and develop the relations between the two countries. Wm. Clarke, Canadian commercial delegate, promised the support of the Canadian Government in the proposed closer relations, and the consortium was appointed with the following personnel: Signor Luigi Rossi, of the Italian Trade Department; William Clarke; Sir Charles Gordon of Montreal, who is representing Canada at the Genoa conference; Signor Padgetti, representing the Canadian Pacific Railway; and Cavalier Ricciardi.

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Canadian Chiropractic College to Launch Campaign

Graham-Rite Advertising Service, 359 Yonge Street, Toronto, have secured the account of the Canadian Chiropractic College, and now have in course of preparation a newspaper campaign which is to begin shortly with very large space to be followed by smaller copy later.

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Balsamea, a new cough remedy, manufactured by the Balsamea Products Co., 11 Colborne St. Toronto, is being advertised in leading dailies. The account is handled by A. McKim Ltd., advertising agents.

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Va Leta Toiletries, comprising cold cream powder, face powder, and cleansing cream, manufactured by the Meda V. Hull Co., 760 Yonge St., Toronto, are being advertised extensively. Arthur M. Hull, president of the concern, is in charge of the advertising, which is being placed direct.

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Charles E. Slater, who retired from the presidency of the Slater Shoe Company a year ago, died last month at Cartierville, Que., at the age of 61, of a paralytic stroke. He was associated with his father in the George T. Slater Shoe Manufacturing Company, and upon the older man's death he founded the existing company.

Ashcroft says Advertising Nourishes Product

In an address before the Association of Canadian Advertisers at the Windsor Hotel, Montreal, R. W. Ashcroft, assistant to the president of Ames Holden McCready Ltd., strongly recommended newspaper advertising as a vital sales-aid. "From the standpoint of the manufacturer with a Dominion-wide business, it is as necessary to the successful distribution of a trade-marked piece of merchandise as food and clothing are to the individual," he declared. It nourishes the product, clothes it with reputation, integrity and respectability, and protects it from the storms of competition and the inroads of "goods of questionable parentage."

As transportation factilities increase, so does national newspaper advertising develop. The shoe manufacturer of today is the cobbler of yesterday who went out through the newspapers and told the world of his product.

* * *

Toronto First to Advertise by Radiophone

Toronto claims to be the first city in history to advertise by wireless. During a recent radio concert in the series broadcasted by the Toronto *Star*, Robert M. Yeomans, acting secretary of the Toronto Publicity Bureau, gave to an audience scattered over something more than 3,000 square miles a five-minute talk upon the manifold attractions of this city.

* * *

The organization of the Council of Canadian Purchasing Agents has been completed. It is the central unit of the purchasing agents' association of Montreal, Toronto anad Hamilton. E. G. Donegani, of Simmons, Ltd., Montreal, is president; of C. G. Jones, United Shoe Machinery Co., of Canada, Ltd., is hon. secretary and treasurer, and the secretary is F. J. McGarigle.

* * *

L. O. Pion, purchasing agent of Montreal City, lost all his price lists and records when the City went up in a $3,000,000 fire recently. He would be glad to have supply houses send him new lists and quotations.

* * *

Greater publicity for Canadian manufacturers is being urged by the Chamber de Commerce, Montreal, which is making a number of useful suggestions to the Federal Governmen' Among these plans is an increase in the number of trade commissioners, appointment of commercal agents attached to British consulates in countries where no commissions are stationed, establishment of a high standard of ability and experience in the choice of Canadian commissioners or agents, a thorough system of trade information, and the establishment in Montreal of a commercial museum and information bureau.

* * *

Victor C. Soucisse, formerly advertising manager of *Le Bulletin des Agriculteurs*, is now with the Detroit Guage Co., Montreal.

* * *

Le Bien Public, a semi-weekly newspaper, published at Three Rivers, Que., has been accepted as a member of the Audit Bureau of Circulations.

Grasshoppers or Ants?

Some salesmen jump from one place to another passing up good prospects. Others go into every nook and corner which is slow work. The happy medium solves the problem. Salesmanagers are discovering that advertising will find prospects, and then a personal visit is productive of results. If you are interested, an interview would be appreciated.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

WHAT
is going to happen to your sales?

If your letters won't pull what will happen to your sales; for letters are the most personal of all your advertising efforts? Clean, accurate multigraphing is a big factor in pulling enquiries. Try us for Multigraphing, Mimeographing, Direct-Mail Advertising, Mailing Lists, Public Stenography.

Page Steno-Service
Room. 605, Continental Life Bldg., 157 Bay Street, TORONTO
Phones—Main 830 (Evgs.)Park 4876W

The St. Thomas Times-Journal

with a daily net circulation of over

9,400 copies

gives advertisers an intensive, direct-to-the-home service absolutely unobtainable through any other medium, since it is the only daily newspaper taken in approximately 90% of the homes of St. Thomas and district.

In St. Thomas

absolutely house-to-house, up one street and down another without a miss, and the following service at nearby places where the Times-Journal has a circulation of 25 or more copies :

Aylmer	704	Glanworth	27	Staffordville	50
Belmont	130	Iona Station	105	Southwold	76
Brownsville	38	Kingsmill	67	Shedden	173
Corinth	58	Port Stanley	260	Talbotville	40
Dutton	214	Port Burwell	98	Tillsonburg	83
Dunboyne	67	St. Thomas R's	601	Union	118
Eden	28	Ridgetown	45	Vienna	65
Highgate	27	Rodney	235	Wallacetown	92
Fingal	121	Sparta	99	West Lorne	210
		Springfield	181		

Don't be misled

The Times-Journal is positively the only daily which covers St. Thomas and the St. Thomas district.

Be Sure

to have the Times-Journal included in your Spring and Summer campaigns.

The Times-Journal of St. Thomas, Limited
Member A.B.C.

NEW BRUNSWICK

is thoroughly covered by

The St. John Telegraph
AND
Evening Times

The Only A.B.C. Newspapers in the Province

NO MISSED INSERTIONS

We know the facilities of every periodical in Canada, from the humblest weekly newspaper to the national magazines. We know exactly which papers use Electros, which use Stereos, and which use Mats. No missed insertions on account of wrong shipment. Our shipping department is thoroughly systematized.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St. | **TORONTO** 185 Richmond St. W. Head Office | **London** 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

Endorsed By Men Who Know

In Quebec They Read the Ads— Then Buy

TRAINED investigators--seasoned publicity and merchandise men accustomed to weigh up advertising mediums—unhesitatingly express their approval of the Telegraph in Quebec. Their verdicts are based on known results.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

The Belgium of Canada

Belgium was the smallest and the most thickly settled country in Europe before the war. In Canada the same is true of Prince Edward Island. Its dense population means that every acre is productive. Production means prosperity. The people of P.E.I. have the largest bank accounts per capita in the world. Reach them through—

Guardian & Examiner P.E.I.

CHARLOTTETOWN

Head of Ames-Holden McCready Died in Montreal

T. H. Reider, president of Ames-Holden-McCready Ltd., boot and shoe manufacturers, Montreal, died at his home in Montreal on April 15th, in his 45th year, after an illness of ten days duration.

From the year 1900 to 1903 he organized and built up the Merchants' Rubber Co., of Kitchener, later absorbed by the Canadian Consolidated Rubber Co. Ltd., of which he became vice-president and general manager, and later president. In 1919 he resigned to accept the presidency of Ames-Holden-McCready Ltd.

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More Census Figures

The second printed bulletin relating to the Sixth (1921) Census of Canada has been issued by the Dominion Bureau of Statistics. It deals exclusively with the population of the province of Nova Scotia, and shows that the urban population is 225,350 as compared with 298,487 in the rural districts. The population per square mile is given at 24.4.

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Advertising the Only Way, Says Mr. Wrigley

"The year 1921 was regarded as a pretty bad period for lots of concerns in the East and Middle West," says Wm. Wrigley, Jr. "For me it was the best year in the 30 years I have been established in the chewing gum manufacturing industry. One of the biggest factors for my excellent showing is advertising. The judicious use of printers' ink is the greatest selling force in the world. If you do business on a world-wide basis, or even in the locality encompassed in a few blocks, you have to keep people interested or you will not sell them your goods. I have tried them all and I know whereof I speak, that the only effective way to appeal to hundreds of millions, or just a few hundred people, is in advertising space."

✣ ✣ ✣

Have you heard the story of the sales manager who upon receiving the expense account of his star salesman, wired, "Why is your expense account larger than that of other salesmen?" and the salesman wired in reply, "I'll bite; why is it?"

✣ ✣ ✣

Time wasted in travelling should be cut to the lowest point. No man can make any money travelling, and the sooner we arrange our territories, and eliminate lost motion the sooner we start selling more goods.

Circulation

or Assistant Circulation

Manager

required for Eastern Canada morning and evening newspapers

Only those thoroughly experienced as promoters, also in handling carriers and newsboys need apply.

Box 26, *Marketing*

Ontario Anti-Combine Bill to be Strongly Opposed

The bill to prevent fixing prices for resale in Ontario, details of which were given in the last issue of MARKETING, will not be put through the house at the present session. The attorney-general has announced the act will be referred to a special committee which will meet after the conclusion of the session for the purpose of hearing deputations. The Dominion Board of the Retail Merchants' Association of Canada have announced their intention of opposing the bill with all the force they can bring to bear upon it. The Canadian Wholesale Grocers' Association has also expressed similar intentions.

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Vancouver Prohibits Printing of Sunday Newspapers.

The Vancouver *Sun*, which for some time has been the only paper in Canada to publish seven days a week, will in future print and distribute its Sunday edition on Saturday night, owing to an order issued by the Police Commissioners of Vancouver prohibiting publication and distribution of Sunday papers.

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Three Montreal Agencies Change Addresses

The Montreal office of Smith Denne & Moore, Ltd., advertising agents, has been removed from the McGill Building to 275 Craig Street West.

The R. Sykes Muller Co. Ltd., has removed from 128 Bleury Street to Canada Cement Bldg., Phillips Square.

The Advertising Service Co. Ltd., has removed from the Drummond Building to 70 McGill College Ave.

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"Cooket," a new vegetable shortening, is being marketed by Lever Bros. Ltd., Toronto.

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A. McKim Ltd., advertising agents, have recently placed instructions for the advertising of the Dominion Aluminum Co., 119 Bay Street, Toronto.

✤ ✤ ✤

Joseph V. McNulty, publisher of the *Pacific Coast Lumberman*, and a former newspaper man of Lindsay, Ont., died at his home in Vancouver on April 4th in his 58th year.

✤ ✤ ✤

The *Border Cities Star*, Windsor, is shortly to have a new home at the corner of Pitt and Ferry Streets. W. F. Herman, publisher of the *Star*, recently closed the deal for the property and construction work will be commenced almost immediately.

What Do *You* Know About *French* Quebec?

Do you still believe in fairy tales, like *The Habitant* and *Jean-Baptiste?* Or do you realize that French Quebec represents over 25 per cent. of the population of the whole Dominion, and is chokefull of actual and potential ***business?*** Without the co-operation of French Canada ***"100 per cent. publicity"*** is an idle dream.

Marketing and distribution problems in French Canada hold no secrets for us. We're here to help you. All and any information cheerfully given. We invite correspondence.

Established for over 35 years Member A.B.C.

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French

Results, you say . . .

Well then, take no chances. Write to us and we will prove to you that the cheapest and most effective rural advertising medium of the Province of Quebec is

Le Bulletin des Agriculteurs

113 KING STREET MONTREAL

French Canada's Leading Farm Weekly

- WINNIPEG - AND WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

IN BUSINESS OVER 40 YEARS CAPITAL $100,000

ELECTROTYPING, STEREOTYPING, NICKELTYPING

READY SET NEWSPAPER PLATES

DESIGNING, ENGRAVING

THE CENTRAL PRESS AGENCY LIMITED

F. DIVER, PRESIDENT

110-114 YORK STREET, TORONTO

ELECTROTYPES FOR NEWSPAPER ADVERTISING

STEREOS & MATRICES FOR NEWSPAPER ADVERTISING

This is what a big Food Manufacturer wanted to know about his market

How many grocery stores in each of the principal cities of Canada?

Names of leading hotels in principal cities and towns?

How many homes in each of the principal cities use gas for cooking?

Population of every town in Canada over 5,000 according to latest Census?

Number of farms in Canada, by provinces, and the proportion of rural to urban population, by provinces?

Weather conditions in various parts of Canada?

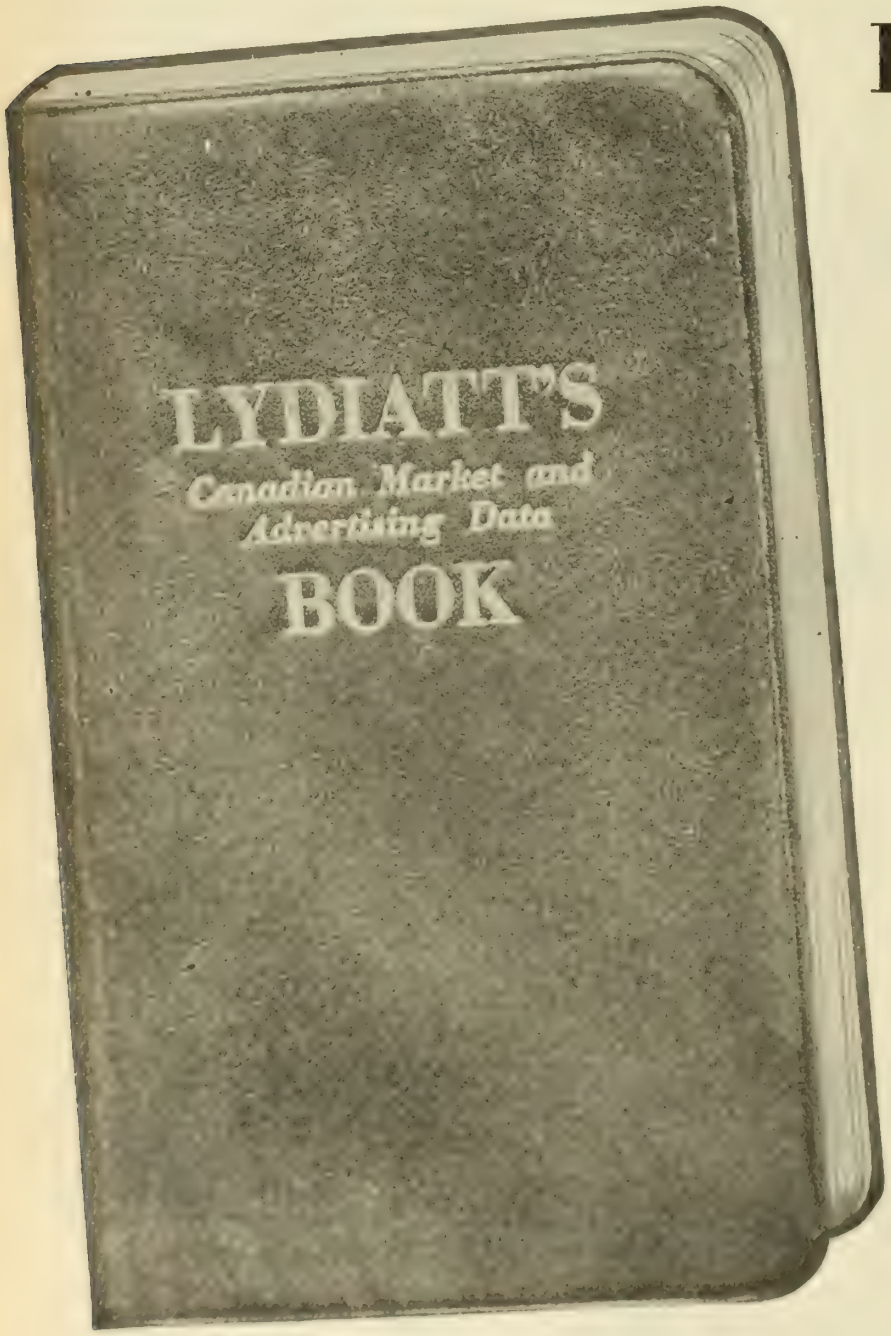
Latest circulations and correct rates of the principal daily newspapers of Canada?

Distribution of circulation, by provinces, of the leading magazines and farm papers of Canada, with correct rates, date of publication, column width, suitable screen for half-tones, etc.

Circulations and rates of trade papers in his field?

Number of street-cars in use and number of passengers carried annually in principal cities?

Number and cost of a full showing of 24-sheet posters in each of the larger population centres?



The only book of its kind in the world

He found it all in this book

This particular concern, although employing an advertising agency, is constantly checking up on data regarding its market and the various advertising media used to stimulate demand for its product. For some years now their order for each new edition has been received weeks previous to its publication. They tell us that the

NEW 1922 EDITION

contained thoroughly satisfactory answers to each of the 11 questions listed above, contained in a questionnaire to their sales department.

Manufacturers in other lines can find and utilize similar information concerning their particular cross-section of the market.

The new 1922 edition contains 1921 Census figures, new and amplified market data, corrected advertising rates and circulation figures—128 pages of facts and figures needed by all who sell or advertise in Canada.

Post paid to any address,
$5.00 a copy

MARKETING PUBLISHERS LIMITED
27 E. Wellington Street
TORONTO

ORDER NOW

Get a full year's use of it

The Standard Circulation Authority For Two Nations

FROM the day of organization over seven years ago, the Audit Bureau of Circulations filled an economic need in the advertising field. The lack of a suitable and efficient means to verify the circulation of publications had been for years a deterrent to the proper development of the advertising business.

To buy advertising on a commodity basis it was necessary to have a standard of measurement to replace the various units then in common use among sellers of space. The united efforts of level-headed pioneers were required to determine and maintain this standard. The movement crystallized in the formation of the Audit Bureau of Circulations.

From every section of the United States and every province in Canada there came to its support the leaders in the fields of advertising and publishing. Sure and steady growth has followed, until today the A. B. C. is the recognized authority on all questions of circulation.

Nearly 100% of the mediums necessary for the use of national advertisers in any campaign are members of the A. B. C. With assurance of serving the best interests of their principals, space buyers can rightly confine their appropriations to these mediums.

Audit Bureau of Circulations

202 South State Street
Chicago

152 West 42nd Street
New York

A Co-operative Organization for the Standardization and Verification of Circulation Statements

Going Up!

*†HERALD & MAIL (1875)
M & E-I- 16 to 20 p., 8 col. 21 x 12½. 3-75-$5 and $7
Audited report 12 m. end. Sept. '20—Morn.—2,282-7,400-10,228; Eve. 11,526-4,382-16,625. Combined total, 26,853
Audited report 12 m. end. Sept.'21.—Morn.—3,404-9,485-13,637. Eve. 11,812-4,053-16,800. Combined total, 30,437

This extract from page 49 of that impartial medium, "Lydiatt's 1922 Advertising Data Book," clearly shows that The Halifax Herald and The Evening Mail are *going up* in circulation as fast as their competitors are *going down.*

Going Down!

*†CHRONICLE & ECHO (1864)
M & E-L- 14 to 24p., 8 col. 21 x 12½. 3-50-$3
Audited report 12 m. end. Sept. '20—Morn. 3,014-8,918-15,012; Eve. 3,226-6,866-12,485. Combined total 27,497
Audited report 12m. end. Sept.'21—Morn. 2,900-7,011-12,407. Eve. 2,824-5,940-10,702. Combined total, 23,109

"Lydiatt's" shows that the total audited figures for The Herald and Mail combination have gone *up* from 26,853 in 1920 to 30,437 in 1921—while The Chronicle and Echo have gone *down* from 27,497 to 23,109 during the same period.

You can reach the massed market of Nova Scotia with a single appropriation by using the advertising columns of

The Halifax Herald---The Evening Mail
The Sunday Leader

For Canada - - - J. B. RATHBONE - - 95 King E. Toronto, Transport. Bldg. Montreal
For United States - KNILL BURKE Inc. - Brokaw Bldg. New York, Gas Bldg. Chicago

Volume XVI.
Number 10

TORONTO MAY 15th, 1922

10 Cents a Copy
$1.50 a Year

Marketing and Business Management

Edited by W.A.Lydiatt

Advertising Concrete
as the ideal material for roads

A FEATURE of the 1922 Campaign of Canada Cement Company, is the appearance in daily newspapers of a series of Advertisements explaining the advantages of Concrete for Road Building.

This "Road Campaign" is based upon a belief that public opinion has much to do with the choice of materials made by those who spend public moneys on highways. Impressive advertisements such as those prepared by the *Advertising Service Company* for this Campaign will undoubtedly have a big effect in creating a more widespread public sentiment in favor of Concrete.

Educational "copy" such as this, provides a real test of an Advertising Agency's resourcefulness. Proofs of this interesting series are available for any who may wish to examine them.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — 70 McGill College Avenue, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

Helping the Manufacturer sell the Retailer

THE above is one of a dozen window displays put in by Mr. Christie of the Sun-Maid Raisin Growers of Canada, Limited, with the help of the *Leader-Post* advertising department during "Raisin Week" in Regina.

The following is part of a letter received from Mr. C. E. Davies, division sales manager, which speaks for itself:—

The Leader Publishing Co. Ltd.
Regina, Sask.
Gentlemen:

We are in receipt of your esteemed favor of April 25, and wish to thank you for your most kindly and energetic co-operation in regard to Raisin Week.

Yours very truly,
SUN-MAID RAISIN GROWERS LTD.

LEADER-POST

Regina **Saskatchewan**

Largest Daily Circulation between Winnipeg and the Coast

Ask Any Recognised Agency, or

E. J. GUY
302 Royal Bank Building
Toronto, Ont.

E. L. McARTHUR
232 St. James St.
Montreal, Que.

FRANK E. PAYSON
528 Winch Building
Vancouver

Those June Brides Will Be Doing a Tremendous Lot of Buying

With the thousands of weddings which are to take place in Canada during this coming June, the buying of Wedding Presents will constitute a very important and worth-while proportion of the business of the month in all parts of the Dominion.

Yet, this is but a fraction of the larger and more comprehensive buying which will be done in the work of setting-up the new households and furnishing the thousands of new homes. In

Pianos, Phonographs, Furniture, Floor Coverings,
Draperies, Bed Clothing, Table Linens, Silverware,
Stoves, Electrical Appliances, Kitchen-ware, Foodstuffs,

in fact, in every line that can be included under the classification of Household Supplies or Household Equipment, the buying during the month of June is bound to be a great deal heavier than in any other month so far this year.

The June Brides—the new buyers for the thousands of new households — will have an aggregate of many hundreds of thousands of dollars to spend. Naturally their preferences will be for Advertised Goods—for the lines they are Invited to Buy.

Invite Their Trade

In June 1st MacLean's

With a circulation of 95,000 copies each issue, among the substantial, influential people in practically every community, reaching almost an average of one family in every ten in every English-speaking Province, MACLEAN'S at 70 cents per agate line offers wonderful value to advertisers who want to "invite" more business.

You are invited to use space in the June 1st issue. Copy should be in our hands by May 20th at latest.

First and Fifteenth of Every Month

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

Most Talked Of Publication in Canada

If you are too late for our June 1st issue, copy for June 15th MacLean's can be taken as late as May 30th

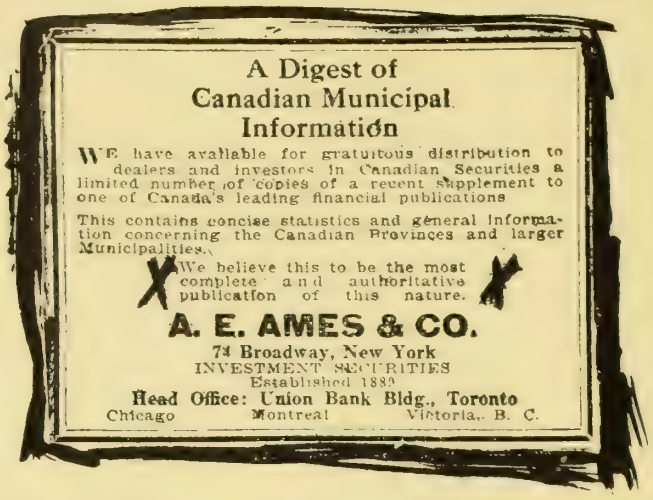
Have You a Message for These Men?

Bond Merchants and Salesmen—
Buyers of bonds for big institutions—
Buyers of bonds for personal account—
Government and Municipal Officials—

THROUGH the Government and Municipal Review eature Issue of THE FINANCIAL POST, to be published June 30, advertisers can carry a message to these important men.

The Government and Municipal Review Feature Issue of THE FINANCIAL POST outlines the financial position of every government and bond issuing municipality in Canada. It is an invaluable record, sellers and buyers of bonds say.

It is kept, is constantly referred to, by bond dealers, treasurers of investing institutions—insurance companies, trust companies, etc.—individual investors and government and municipal officials.


A Digest of
Canadian Municipal
Information
WE have available for gratuitous distribution to dealers and investors in Canadian Securities a limited number of copies of a recent supplement to one of Canada's leading financial publications
This contains concise statistics and general information concerning the Canadian Provinces and larger Municipalities.
We believe this to be the most complete and authoritative publication of this nature.
A. E. AMES & CO.
74 Broadway, New York
INVESTMENT SECURITIES
Established 1889
Head Office: Union Bank Bldg., Toronto
Chicago Montreal Victoria, B. C.

Note what a leading bond house thought of last year's issue as shown in their advertisements in THE WALL STREET JOURNAL, August 22, 1921.

Last year, though published under strike conditions, over 3,000 additional copies of this number were bought—a paid circulation of some 12,000 in all. Already we have large orders for extra copies in hand for

The Annual Government and Municipal Review Issue *of* THE FINANCIAL POST

To be published in connection with the June 30th issue

Your Opportunity is Great

Such an issue is certain to be read and re-read—consulted and quoted, giving you an unusual audience for your message.

Ask Your Advertising Agency

about THE FINANCIAL POST. They will tell you it is an Audit Bureau of Circulations paper—the only financial paper in Canada which has submitted to this severe but impartial scrutiny of its circulation. They will tell you that on this audit THE FINANCIAL POST has more paid subscribers than has any other financial publication. They will tell you that in this difficult year THE FINANCIAL POST'S circulation has continued its steady growth and this though THE POST sells at the highest price of any financial and business paper in Canada. Ask your advertising agency or ask us for fuller information.

Consider it as a medium for the advertising of—

Investment houses—to bring the services they have rendered, and can render, prominently before those who have bonds to sell and those who buy bonds.

Products used by municipalities, governments, bond houses and investors—a wide list ranging from the engraved bond itself to automobiles, and including office equipment and furnishings, fidelity bonds, insurance policies, equipment for public and office buildings, municipal equipment, etc.

The assets of provinces and municipalities—a fuller outline than the editorial record can contain, showing the security, tangible and intangible, behind issues of these bodies.

Publications reaching out for more advertising from those who read THE POST so closely; and advertising agencies with definite selling plans for the wares they offer.

This Government and Municipal Review Issue will impose a big mechanical burden. Please advise early of the space required. Space may be used at the regular advertising rates of THE FINANCIAL POST—20 cents per agate line for less than 1,000 lines, or the better rate earned by contracts for a larger amount of space.

THE FINANCIAL POST

MONTREAL	TORONTO	WINNIPEG
Southam Building, 128 Bleury Street	143-153 University Ave.	901 Confederation Life Building

THERE is the occasional man who says "I know this business backwards. I fail to see how an individual who has not 'grown up' in this business can build advertising as good as the advertising we build for ourselves." He discounts the all-important factor—advertising training.

There is also the fellow who insists on trying to get well without a doctor—he discounts the value of medical training.

The two cases parallel each other perfectly. The advertiser has "grown up" with his business and the sick man has "grown up" with himself. It is easy to believe the thing one wishes to believe. Therefore the chances are both are so close to their own proposition that a profitable "surprise party" awaits them the moment they lay the cards on the table before those who have had the proper sort of training.

As to merchandising and advertising—we have analyzed many cases in the past year for those who said "It can't be done," and generally have located that important "something" which had never before seen daylight. The result is that the advertiser depends upon us today for the thing he thought, last year, he could do best himself.

The merchandising department of the Southam Press, Limited, has a distinct service to offer the man who has something to sell. Compensation is not considered until he is unmistakably satisfied that he has been shown something he can profitably adopt.

Just call Adelaide 1245.

Why?

Within the past 30 days the following large local advertisers in Montreal have placed outstanding contracts with "La Patrie."

Henry Morgan & Co. Ltd.	—Placed contract over 3 times as large as before.
Almy's Limited	—Contract for more space in "La Patrie" than in any other French newspapers.
H. P. Labelle Limited	—4 times more space in "La Patrie" in 1922 than in 1921.
Dupuis Freres Limited	—Placed contract 3 times as large in 1922 as in 1921.
Valiquette Limited	—All their advertising appears in "La Patrie"
Letendre Limited	—Placed contract for several hundred thousand Lines.

Within the past four weeks these and other local contracts have been placed with "La Patrie" totaling

1,500,000 Lines

These large advertisers, who are on the ground, know the value of "La Patrie" as an advertising medium. They have placed these contracts

BECAUSE in their opinion the French population in Montreal cannot be covered adequately without "La Patrie."

BECAUSE "La Patrie's" circulation during the past 4 weeks has shown wonderful increases. Several thousand subscribers have been added weekly right in the city of Montreal.

BECAUSE "La Patrie" gives a news service second to no other French paper in Montreal.

BECAUSE "La Patrie" has many exclusive features not found in other French newspapers.

BECAUSE by the use of "La Patrie" they can cover at a low rate the French section of Montreal.

BECAUSE "La Patrie" in their experience has given results.

La Patrie

Member Audit Bureau of Circulations

LA PATRIE PUBLISHING CO., LIMITED, MONTREAL

BRANCH OFFICES:

TORONTO, ONT. — Mr. E. J. GUY, Rep., Royal Bank Building, King & Yonge Sts.

UNITED STATES — L. Katz Special Advertising Agency, Rep., 58 West, 40th Street, New York; Harris Struut Building, Chicago, Ill.; Waldheim Building, Kansas City, Mo.; Candler Annex Building, Atlanta, Ga.; Monadnock Building, San Francisco, Cal.

LONDON, ENG. — Mr. F. A. SMYTH, 29 Ludgate Hill

OBSERVATION of activities in Toronto and Montreal —the two chief sources of national advertising in Canada—leads to the conclusion that many new advertisers are entering the field, many old advertisers are reviving suspended efforts and not a few constant advertisers are increasing their expenditures.

It is MARKETING'S business to chronicle the news of forthcoming campaigns. Information as to the plans of advertisers is derived from a variety of sources, and in the last few weeks these sources have been more thoroughly combed than usual. Close contact with advertisers, agencies and publishers seems definitely to establish the fact that national advertising is on the increase.

A marked reaction from the period of depressed inactivity has set in. Advertisers are recovering their faith in selling by the printed word; agents are busy; publishers are carrying more national business than at this time last year.

It looks as though this summer will be the spawning-time of a great many new campaigns. In normal years—contrary to general belief—the summer months are precisely those when most planning is done. Actual activity is greatest, of course, from fall to spring; but most of the planning is done when minds are free from the details of production.

Those who have been advertising are prone to sum up results, question the wisdom of certain expenditures, discover avenues of effort that have been overlooked. Those who have not been advertising are apt to meditate on the success of others, and from that mood pass to a consideration of renewing or initiating aggressive publicity.

In the belief that this summer will see more and more advertisers planning for renewed advertising activity in the fall, MARKETING is anxious to produce a succession of issues from now until September that will be unusually helpful. Suggestions from our readers as to topics which are uppermost in the minds of advertisers at present will be heartily welcomed. Investigation and discussion of these problems should furnish our columns with material of the utmost use and benefit to manufacturers who anticipate entering more vigorously into the arena of sales effort next fall and winter.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Published on the First and Fifteenth of Each Month by
MARKETING PUBLISHERS LIMITED, Toronto, Canada

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A. LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $1.50 a year; elsewhere $2.00. Payable in advance. Single copies 10 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

A Jolt for Father Time

A.D. 1921 Still Lives in the Form of Accumulated Buying Energy

WHEN times are hard the average man is forced to economize. The buying of luxuries and conveniences is *altogether foregone*, but the buying of the necessities of agricultural production is merely *postponed.*

In 1921, Dr. Doe, living in the city, instead of buying his usual spring suit, got his old one turned. Mrs. Doe gave up cornflakes and served porridge for breakfast. This year now that things are looking bright again, Doe is buying his new suit as usual and having his favorite cornflakes again. But he cannot wear two suits or eat a double quantity of cornflakes to make up for last year. DR. DOE'S ECONOMIES ARE A DEAD LOSS TO THE SELLER.

In 1921 Farmer Roe was to have painted his granary and put in his usual 600 feet of fencing so as to keep his farm in good shape; but he couldn't afford it and had to let things slide. But now that things are better, Farmer Roe is in a different position from Dr. Doe. He is not only going back to normal buying, he has also GOT TO MAKE UP ARREARS. This year it is his stable that is due for its coat of paint—but, in addition, he has got to paint that granary—which is getting badly weather beaten. Not only must he put in his usual bit of fencing, but also the 600 feet he couldn't afford to do last year. FARMER ROE'S ECONOMIES ARE MERELY A POSTPONEMENT OF THE SELLER'S PROFITS.

Get after those Accumulated Orders

It always pays to advertise. Just now it pays best to advertise to the farmer, and when advertising to the farmer it always pays best to use the FAMILY HERALD AND WEEKLY STAR with it's circulation of **150,000**. The paper which will put you in touch with more Farm Homes to the dollar than any other journal in Canada.

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, ***Established 1870*** **CANADA**

BRANCH OFFICES

New York	Toronto	Winnipeg	Chicago
DAN A. CARROLL	M. W. McGILLIVRAY	V. F. BLAKE	J. E. LUTZ
Representative	Representative	Representative	Representative
150 Nassau Street	182 Bay Street	457 Main Street	78 E Madison Street

London, England : M. A. JAMIESON, Representative, 17 Cockspur St., S.W.1

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TEN CENTS A COPY ONE-FIFTY A YEAR

Vol. XVI. MAY 15th, 1922 No. 10

HOW TO AVOID WASTE OF ADVERTISING MATERIAL BY DEALERS

Appalling loss to advertisers in quantities of store-display and other advertising matter thrown into the discard by dealers. Methods followed by various advertisers to insure use and avoid waste. Congoleum plan proves successful by showing dealer cost of material supplied

By J. L. Love

THE great majority of manufacturers who use dealer helps as a means of facilitating the sale of their products take reasonable care to ensure that the material is used. When cabinets, glass jars, counter display containers and similar devices of undoubted utility are used, there is seldom any trouble in persuading the dealer to take full advantage of the material provided. This is particularly true of the contrivancies designed to further the sale of widely advertised specialties. In such cases the use of dealer helps is guaranteed to some extent by the custom of charging the merchant a nominal sum for the articles or by stipulating for a certain size of order if the jar, or cabinet, or container is desired.

In such cases, the dealer help problem does not exist to any serious degree. No dealer is going to consign anything of obvious worth and utility to the scrap heap, and the worst that can happen is that a counter cabinet or device of some kind that was intended to sell somebody's gum will be promoted to the duty of selling somebody's else's chocolate as well.

But in the matter of printed material—booklets, pamphlets folders, display cards, cuts-outs, etcetera—a very different state of things exists. In spite of all precautions to prevent waste and at the same time secure adequate distribution, there is an appalling loss to manufacturers in the quantities of dealer helps that are thrown into the discard without being given a chance to earn their cost.

There are possibly some advertisers who invite and encourage this state of affairs by sending out printed matter indiscriminately and without first ascertaining whether or not it is wanted and will be used by their dealers. In the majority of cases some such simple precaution as that is taken, and no helps are shipped out unless a reasonable assurance is first given that the merchant will make use of them.

In spite of this safeguard, however, it does not follow that the advertising will be used. Many a manufacturer is painfully conscious that hidden in the depths of the dealer's cellar lie those brightly colored creations that caused the executive bosom to expand as he exclaimed, "That's the stuff to gi'e 'em!"

Material furnished dealers by Congoleum Co. of Canada. Booklet of display ideas, showing window and interior displays any merchant can instal

In matters of this kind, it is generally futile to seek to place the blame in the right quarter. All responsibility cannot be laid at the door of the dealer who has balked after having intimated that he could possibly use the stuff. When urged by the salesman to have a shipment of advertising sent on from the office, he has agreed. The specimens in the salesman's portfolio looked pretty good, and when he said he could find a use for them, the dealer spoke in good faith. But when they arrived, they had to compete with half-a-dozen other outfits equally good, or better. The result was a few samples were given an airing and the bulk was deposited in the cellar.

In view of the mounting costs of printing, this question of conserving dealer helps is a very live issue with many advertisers, and Marketing has been furnished with some particulars of methods adopted by various firms who have been successful in persuading the dealer to give their advertising matter a reasonable amount of display.

One solution of the problem is that dealers should be asked by manufacturers to pay a nominal sum for the printed matter supplied. This plan is being considered seriously by a number of houses, but it is one that has had its tragic failures as well as its successes. There is a story in a certain trade of a $20,000 order for booklets that were to be sold to the retailer at ten cents a copy, and that could not be given away. It was a bonanza order for the printing house whose star salesman conceived and sold the plan, but it

has put their representatives out of court in the offices of the trade concerned. Dealers are still a long way from being educated up to the point where they will knowingly and directly pay for the manufacturer's printing bill.

A method that is in some respects a compromise on the pay-for-dealer-help plan has been put into force by the Congoleum Company of Canada, Ltd., Montreal.

Dealers Should Know Costs

In order that the most intelligent and effective use of their wide range of printed advertising may be ma the Congoleum people believe that it is necessary for the dealer know exactly what the advertising costs. They accordingly invoice all displays, folders, booklets show cards, seals and pattern plates on a special form. This form is made in triplicate, the original copy being packed wth the shipment and marked "Paid." The duplicate copy is signed by the shipper and returned to the office where it is filed under the customer's name. The third copy is not perforated and remains in the pad as an interim receipt while the shipment is in process of packing and transport. The duplicate copy also serves as a requisition on the advertising storeroom for the delivery of the material to the shipping department.

In outlining his system to Marketing. L. H. Jamieson, advertising manager for the Congoleum Company of Canada, said:

"We find this a very effective method of handling our advertising shipments. It serves to acquaint the dealer with the actual value of the advertising material which he receives and also helps to acquaint him with our full range of dealer helps which are all listed on the invoice sent him. By this means we secure a wider distribution particularly in the case of items not so well known as others.

"The plan is making a good impression both on the dealer and the wholesale distributor. The actual value of the material sent out has gained the respect of the trade for our helps. In sending out material we are guided solely by the potential market which the dealer either controls or represents. His purchases in the past have nothing to do with the amount of advertising issued to him. This is judged solely upon his location and potential market. We find that this basis often results in the dealer coming very much nearer his quota of business than his former sales figures would indicate.

One of the display cards—all in full color and 11 x 15 inches in size

"We have found that there are very few dealers who really know how to guage their own market. For that reason it has proven a good thing for us to guage it for them, and provide them with advertising on the basis of that market and not on their own estimate of the sales possibilities for their particular section.

"There occurred rather an amusing incident the other day in connection with one invoice where the firm returned the shipment together with the invoice stating that he could get a supply from his wholesaler without being charged for it," said Mr. Jamieson.

"When we wrote him and explained that in the lower left-hand corner the invoice was marked 'Paid', he was taken aback and was more than willing to accept the advertising on that basis. He explained that he had no idea of the cost of advertising material and was certainly very much surprised at the figures in our invoice, $5.76".

The Gold Seal Hanger, 12 x 15 inches, printed in three colors on a heavy weight cardboard

In the course of conversation with another advertising manager who has greatly restricted the output of his advertising for dealers, it transpired that he was now operating on a "law of average."

Dealers Handpicked

"At one time, " he confessed, "I thought that if sufficient bread in the form of dealer helps was cast upon the waters, it would come back in due course in the shape of orders. I know now that only a certain percentage of merchants can be relied upon to use material, and out of a territory of 5000 dealers I do not attempt to supply more than 1000 names, carefully handpicked with the help of our salesmen."

Much wastage has been traced to the nature of the advertising itself. This has led some manufacturers to subordinate their own names and products and to give prominence. on all literature and printed matter sent out, to the dealer and his store service. A popular help sent out by a firm of wholesale druggists consisted of a neatly framed card call-attention to the features of store service and goods without specifying brands: The firm's own specialty was unobtrusively referred to. Material of this description is sure of a welcome in any store.

Avoid Indiscriminate Distribution

Another type of dealer advertising that is seldom flung on one side is the mechanical and the show-how-it-is-made display for the window. The former are particularly popular with hardware men although they are being used successfully in other stores. A firm of soap makers who found it was useless to send the same material indiscriminately to all parts of the country also found that the mechanical display was universally welcomed, and that animated window displays were received with open arms without exception. A simple window device of this nature was sent out by a tooth-paste manufacturer. It consisted of tubes of paste hanging down on a screen and giving the appearance where the contents dripped from the tubes, of spelling the name of the product. Hundreds of dealers asked for this outfit.

An even more successful device was used by a firm of trunk and baggage makers. For its centre it had the figure of a woman in a bathing suit standing in front of a sea-scape-

Congoleum Company of Canada, Limited

1270 ST PATRICK STREET

MONTREAL CANADA

Date March 7th, 1922.

Sold to

John Smith & Co.,
Paduca, Man.

Shipped via, Express (X), Parcel Post ( ), Freight ( ). Invoice No. A

QUANTITY	FORM No.	DESCRIPTION	UNIT PRICE	EXTENSION
100	A.M.R.H.7	Folders, Modern Rugs F.M.H.	5c.	$ 5.00
	A. 4,	2 Page Leaflets, Dealers Dis.	3c.	
50	E R. A 82	How to lay Congoleum, Bklts.	4c.	2.00
1	A. 8.	48 Page Dealers Booklet	17c.	.17
2	A. 1.	Show Card, "It's just the thing	12c.	.24
2	A. 7	Show Card, Sewing Room	12c.	.24
2	A. 6.	Show Card, Girl and Hope Chest	12c.	.24
1	A 2 F	Show Card, "Oui, Madame (Fr.)	12c.	
	A 1. F	Show Card, "C'est exact. (Fr.)	12c.	
1	G.S. 12	13" Gold Seals	30c.	.30
1	G.S.B 12	13" Gold Seals with Bar	48c.	.48
	G.S. 25	29" Jumbo Gold Seals	$1.35	
	Order by No.	ART-RUG Pattern Plates	12c.	
	Order by No.	8/4 Pattern Plates	12c.	
1	E R. 125 C	Bringing in New Customers	18c.	.18
		Special Folders	2c.	
2	A. 5	Show Cards, Summer Porch.	12c.	.24
		Movie Slides	40c.	
		Advertising Cuts	75c.	

Received Payment } In exchange for Display space and careful Distribution.

Total Value this Invoice $ 9.09

Form No. AIn.

Advertising Manager.

This is the form of invoice use of which is described in the accompanying article

An electric fan hidden at one side made the bather's skirts flutter. This display sold more trunks for the lake and seaside than a mere display of the goods could have disposed of.

Prize competitions for the best dressed windows do not seem to lose any of their popularity, but many firms who have adopted this method have found that it earns for them the hostility of unsuccessful competitors whose rivals across the street have won a prize.

Display cards and signs that fit easily into a store or window without being in the way, and that are not always falling down or toppling over, are also appreciated by the dealer, and are generally given preference. Reference was made recently in MARKETING to a canning concern that issue a small patented display card in various sizes that can be attached firmly to the top of a can.

This card takes up little room. It is easy to attach and it maintains its hold. It is, further, novel and attractive, and by reason of these virtues it fails to make the acquaintance of the garbage wagon before it has done some good in the world.

Next to simple novelty, utility in a dealer help is a passport to preference. Innumerable instances of this type of advertising might be given. One of the best is a wall box holding soap and that can be hung on a post or on the upright between shelves. Posts are proverbially difficult to drape, and anything that can usefully and attractively cover their nakedness is given the glad hand. This particular wall box is 32 inches long by 4¼ inches wide. It displays twelve cakes of soap which it feeds from the bottom.

SIMPLICITY DESIRABLE

Elaborate and costly cut-outs frequently fail because of this lack of simplicity or utility, or both. They are often difficult to install, and even if a display man is sent to set them up, they are difficult to dismantle. In the case of a really good display, however, this latter failing sometimes proves to be a virtue, because it means that the dealer will permit the display to remain in his window several weeks rather than be put to the trouble of removing it. One of the most successful cut-outs was extremely simple. It consisted of a large lithographed bunch of bananas put out by a fruit company. It was designed with a view to turning three dull months into a paying season, and such was the demand for it from fruit dealers and grocers that its object was triumphantly achieved.

One advertising department struck twelve with the dealer by issuing a large handsomely printed book containing among other things, pictures of four window displays each further explained by the pictures of the fixtures and background in preparation. Each display was typical of a particular season, and each was printed on a perforated sheet to be detached and handed to the window trimmer Four pages of price-tickets fancifully suggesting the season were included for the ticket writer.

One of the largest makers of underwear never sends out advertising helps unless asked to do so. They use high grade material only and requests usually come through the salesmen. If a dealer has a contract for street car advertising, the company will supply him with his cards lithographed in colors, and with ample space tor his name and message. Similarly they will supply him with posters The company's specialty for dealers is in the form of doll's underwear to be given to little girls who bring their mothers and their dollies into the store. For these, the dealer is charged the cost of material, and is carefully instructed in the most profitable method of distribution. Their experience, and that of other concerns mentioned in this article, go to prove that the whole question of advertising for dealers is a problem that is not unsolvable when the right system for a particular trade is discovered and applied.

HOW CAN WE GET BETTER MAKE-UP

The problem of making your advertisement "stand out" in the newspaper. Advertisements too often jammed together, handicapping their attention value. More attention to make-up by publishers, and lay-out by advertisers, would ensure better results

Written for MARKETING by RICHARD SURREY

A MARKED improvement in attention-value was recently secured for the newspaper advertising of large Canadian manufacturer by the simple device of an agency layout man. He wasn't a very experienced layout man, either. Perhaps that explains the fact that when the account executive complained about the last series of advertisements, the young layout artist didn't get hot under the collar and proceed to make "the last error worse than the first."

Instead, he started to think.

The complaint was none too specific; one of those rather general expressions of dissatisfaction that it is very easy to dismiss with a hopeless elevation of the eyebrows and the platitudinous stand-by,—"You can't please that bird; he doesn't know what he wants himself."

The advertiser had simply told the account executive that the copy looked allright in proof, but somehow it didn't seem to stand up in the papers. He had ventured at proving his point by placing a coated-stock proof alongside a page torn from a Toronto newspaper.

"Look at that," he exclaimed. "I don't know just why it is; but the ad in the paper doesn't stand up. You fellows ought to know. You know more about these things than I do."

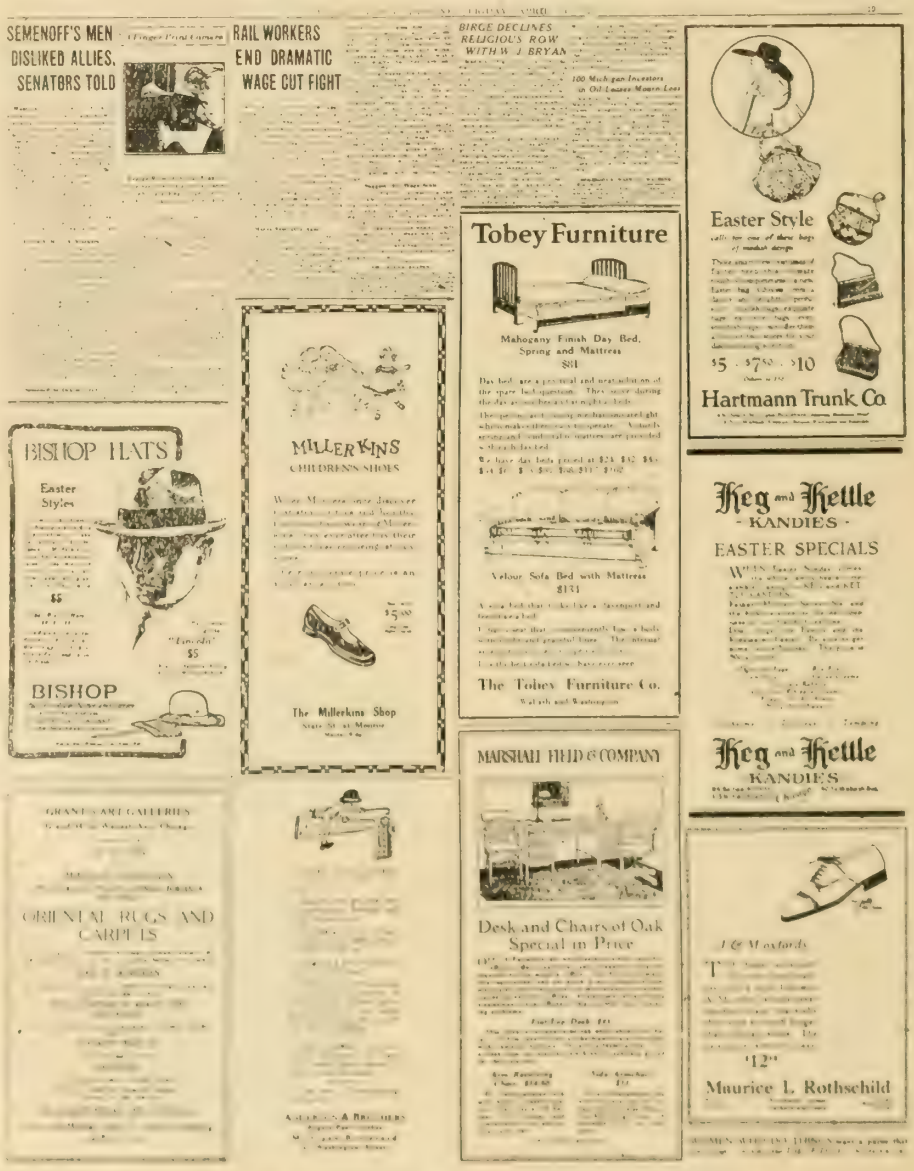
The account executive plunged into the obvious defence that the paper and ink scarcely permitted of a fair comparison.

"I don't think it's that," said the advertiser. "I'm allowing for that. As a matter of fact this particular page is well printed; the ink is good and black and there's no flossy artwork in the ad that can be spoiled by bad reproduction. I confess I don't know what it is; but there must be a reason."

The conversation was passed on to the layout man in about the style it has been recounted here. He, too, took a proof and a newspaper page and tried to dope it out. The advertisement was well constructed and balanced; the layout was simple; the type plenty large enough. On coated stock it looked a winner. In the newspaper page it fell down. What *was* wrong with it?

The layout man started to think. He took the proof, folded back the blank edges of the coated stock outside the border of the advertisement, and laid it over its duplicate in the newspaper. Immediately it seemed to fall down.

For a moment the experimenter was puzzled; but as he picked up the proof and folded back its blank edges there came into his mind the device which has obviated a similar complaint and has materially improved the appearance and attention-value of the client's advertising.

Before commencing his rough lay-out for the new series he provided himself with scissors, paste, and an old newspaper. Taking a blank sheet of layout paper he ruled off the actual size of the first piece of copy. It happened to be ten inches on three columns. From the newspaper he clipped four advertisements of convenient size and pasted them at top and bottom and on both sides of his blank space, as close to his border as they would actually appear on the page when the completed advertise-

On this page no one advertisement "runs into" another. Each "stands out"; though the page is full of advertising it is not crowded

ment was inserted. Then he started to plan the advertisement—*in the surroundings which eventually it would have to surmount.*

"What's the idea?" cried the account executive, when he happened in and looked over the layout man's shoulder.

"Trying to make these ads stand up in the paper," said the artist. "The trouble is we always plan advertising with acres of white space outside the border. When it gets in the paper the white space isn't there. Somebody else's ad. is jammed against yours. The thing to do is to put more white space *inside* the border. Presto!"

And thus an advertiser who had always been stingy on white space was converted to its reasonable use and up to the time of going to press everybody was living happily ever after.

There seem to be many advertisers who rarely, if ever, get past what may be termed the "studio" aspect of advertising. They are over-inclined to regard each piece of copy as a work of art—a unit—a thing-in-itself, without regard to the circumstances under which it is to appear or the competition it must meet.

In the last couple of years there have been two rather notable examples of this sort of thing. Both were American companies, both had been largely magazine users in the United States, and both, when they came to use extensive newspaper campaigns in the United States and Canada, went to considerable expense in the attempt to retain in black and white, the effects they had obtained with color in the magazines.

One concern had secured distinction for its advertising by employing the services of an internationally-known artist, whose chief claim to originality lay in his unusual and rather "tricky" use of color. The task of "translating" his designs into line engravings suitable to the coarse screen of newspapers called for considerable ingenuity, and when the newspaper series was completed the heads of the house congratulated themselves on the success with which the identity of the artist and the atmosphere of their color advertising had been retained in the newspaper plates. In portfolio form the new series looked "immense". Dolled all up on coated stock and in a leather binding the campaign made a splendid impression on dealers, especially when it was expained to them at length by smooth-tongued salesmen that the firm had gone to great expense to make over these advertisements for use in their local newspapers.

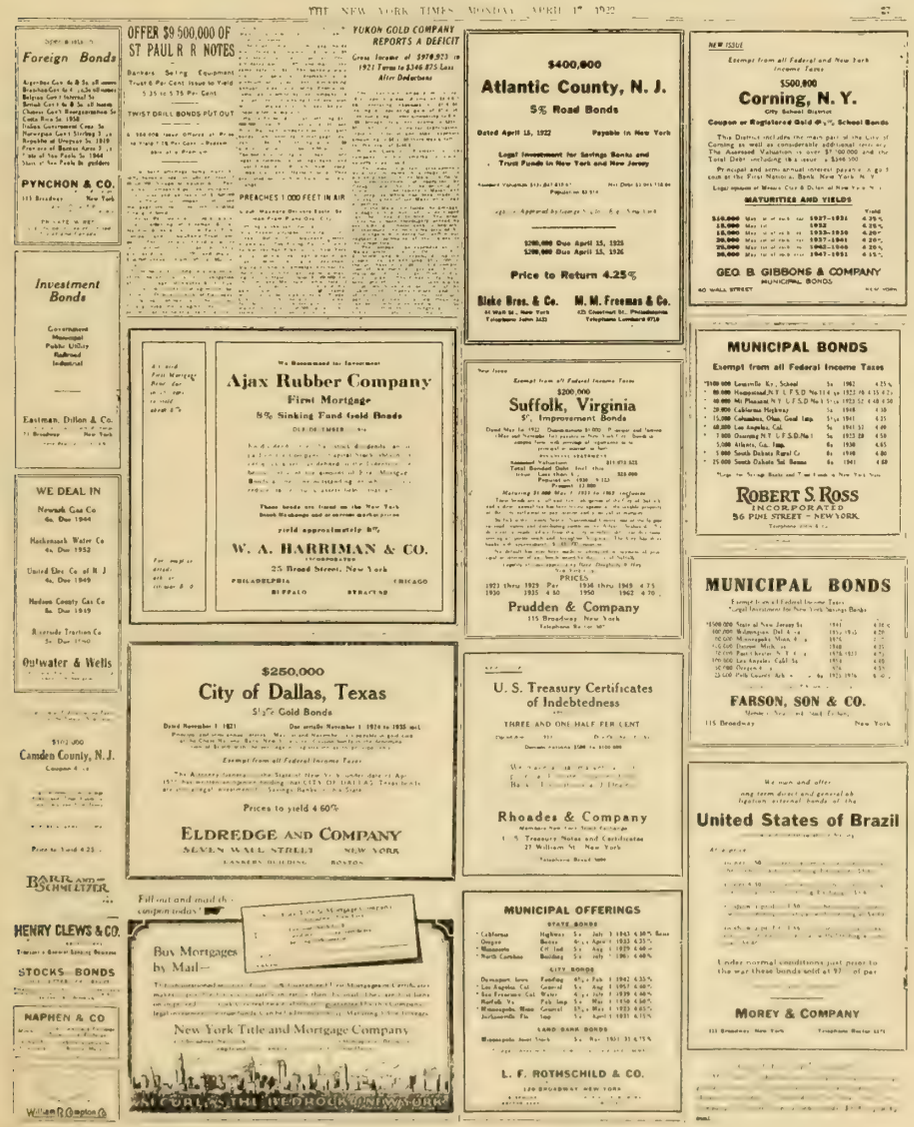
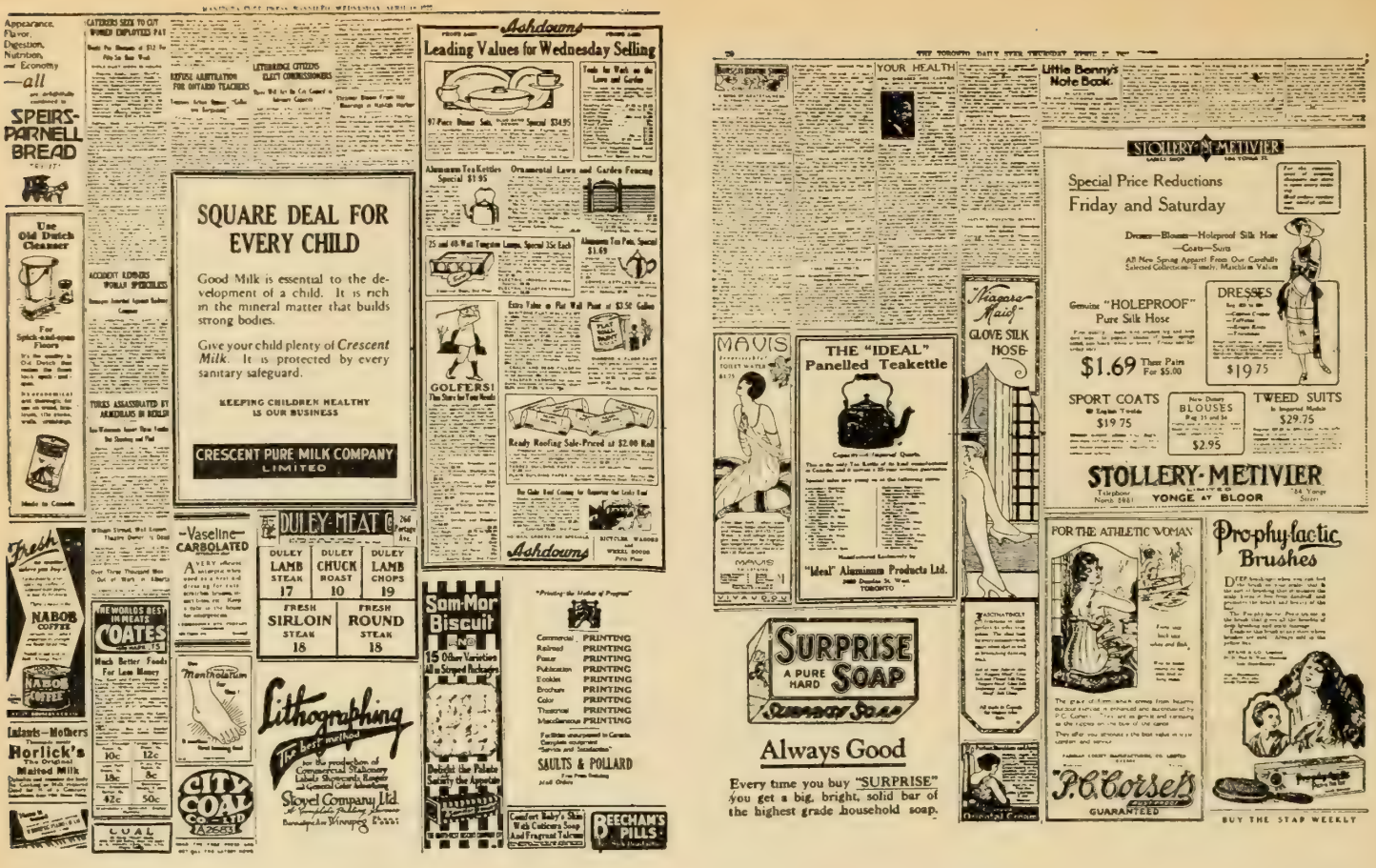
The advertisements finally appeared. The plates were excellent. There was no blurring, no smudgy art-work. The atmosphere of the illustrations and the identity of the artist were unmistakabale. And yet nobody was quite satisfied.

Competition Between Advertisements

Apparently those who planned the campaign had conceived of only one marked difference between newspaper and magazine advertising—the matter of stock. This difficulty they had surmounted with superb thoroughness and unquestionable ingenuity but the more important difference—the question of competition with other advertisements on the same page—had seemingly not occurred to them.

They had always used pages in the magazines, and on that account had been warranted in regarding each advertisement as a unit, as a thing-in-itself, without relation to surroundings. Each piece of copy had occupied the unit of space in the mediums used. The margins of the page gave them almost the same amount of white space as is generally allowed on a proof.

In the newspapers, not only was this margin of white space shorn away, but other advertisements shared the same page and the delicate effects obtained with so much care and forethought were subjected to the competition of strident type and eye-compelling borders. A liberal margin of white space would have isolated this really beautiful series of advertisements from the average run of newspaper copy, and caused them to stand out on the page with charming and telling effect.

White space alone would not, however, have come to the rescue of the second example—a much more recent one—whose-three-column copy has been running in Canadian dail-

This page was selected to show that it is not illustrations or distinctive styles of type or display that prevents advertisements crowding each other

SPEIRS-PARNELL BREAD
SQUARE DEAL FOR EVERY CHILD
Good Milk is essential to the development of a child. It is rich in the mineral matter that builds strong bodies.
Give your child plenty of Crescent Milk. It is protected by every sanitary safeguard.
KEEPING CHILDREN HEALTHY IS OUR BUSINESS
CRESCENT PURE MILK COMPANY LIMITED
Ashdowns
Leading Values for Wednesday Selling
DULEY-MEAT CO
DULEY LAMB STEAK 17
DULEY CHUCK ROAST 10
DULEY LAMB CHOPS 19
FRESH SIRLOIN STEAK 18
FRESH ROUND STEAK 18
Lithographing
Som-Mor Biscuit
CITY COAL CO. LTD
NABOB COFFEE
Horlick's Malted Milk
COATES
Vaseline CARBOLATED
Use Old Dutch Cleaner
MAVIS
THE "IDEAL" Panelled Teakettle
"Ideal" Aluminum Products Ltd.
Niagara Maid GLOVE SILK HOSE
SURPRISE A PURE HARD SOAP
Always Good
Every time you buy "SURPRISE" you get a big, bright, solid bar of the highest grade household soap.
STOLLERY-METIVIER
Special Price Reductions Friday and Saturday
DRESSES
Genuine "HOLEPROOF" Pure Silk Hose
$1.69 Three Pairs For $5.00
$19.75
SPORT COATS $19.75
BLOUSES $2.95
TWEED SUITS $29.75
YONGE AT BLOOR
Little Benny's Note Book
YOUR HEALTH
FOR THE ATHLETIC WOMAN
P.C. Corsets
GUARANTEED
Prophylactic Brushes
BUY THE STAP WEEKLY
SAULTS & POLLARD
BEECHAM'S PILLS

The advertisements which "stand out" on these pages are those which have recognised the requirements described in this article. As a whole the pages look messy and crowded, and the attention value of some advertisements is almost entirely lost.

ies only a month or two. In this case the rendering of the original paintings into line plates was not so successfully carried out. The copy is smaller in size than the standard magazine page, and the result is that the advertisements look like miniatures—which they actually are—and beside the full-grown, lusty advertisements crowded against them on the average newspaper page, they have little chance of intriguing the roving eye of the hasty reader.

Getting away from specific examples and looking at this aspect of newspaper advertising from a more general standpoint, it may be said that the success or failure of newspaper campaigns depends in a large measure on the extent to which both advertisers and publishers realize the handicaps under which newspaper advertising must operate.

If publishers would give more attention to the make-up of their pages and advertisers would give more attention to the lay-out of their copy far better results would be obtained.

The majority of Canadian newspapers, even in the large centres, do not compare favorably with metropolitan dailies in the United States from the standpoint of "make-up".

Many factors enter into this situation. One of them is the low average rate of the Canadian newspaper as compared with the average American daily. Low rates encourage the publisher to accept special position charges and "spot" advertising all over his pages regardless of the interests of readers or the appearance of his paper. Low rates lead to splashy copy and consequent keener competition for the reader's attention.

Another cause of bad make-up springs from the unreasonable demands of advertisers for free positions. A very flagrant case of this kind occurred very recently in Canada. An advertiser who had not used newspapers for some time instructed his agent to circularize the principal dailies telling them that his client could be wooed away from another form of advertising if he could be assured of good position for his newspaper copy. The agent put up a good story, emphasizing the effort he had made to bring the advertiser back into the newspaper field, and making it appear that there would be no business for those papers which would not grant free positions. It is said that a few papers succumbed; but very hearty resistance was advanced by the majority and the advertiser's plans are still in abeyance.

Still another cause of bad make-up although a minor one, is the late arrival of plates and mats. Space is often reserved in the expectation of a plate arriving at the last minute, and when it fails to appear the page is roughly re-arranged and shot to the stereotyping room in pretty much of a jumble. Occasionally the reverse is true: a plate or mat that has been given up as a bad job arrives at the last minute and a "light" page is hastily "made over" in order to secure the insertion.

A glance at two or three of the outstanding dailies of the United States, however, should convince most advertisers that the problem of securing attention on a crowded page is largely a matter for them, rather than the publisher, to solve. A study of several issues of the Chicago *Tribune* or the New York *Times*, for instance will indicate that no matter how crowded the page the advertisements will not "run together" if they are properly constructed and possess a good balance of white space *within the border*.

It is this "running together" of copy which is the chief evil to be avoided. Advertisements that are built right out to the column and cut-off rules are bound to "run together" with copy of a similar character placed immediately below or above them.

To illustrate this tendency and the means of avoiding it we have

Continued on page 438

Caters to its Readers

The Globe is first of all, a newspaper.

The high quality of its circulation has been won by printing news that its readers like.

Besides general and local news, there are special departments—appealing to many different classes—Financial, Agricultural, Homemakers, Industrial, Religious, Radio, and many others. Each with its own Editor, who is well qualified. The articles are timely and reliable, they are accepted as authoritative.

The news in The Globe is read avidly and with confidence.

Its advertising columns share this confidence. They, too, are known to be reliable.

And because The Globe carries, each year, most general advertising in the Toronto-Ontario field, it is quite evident that it has the confidence of its advertisers. This confidence could only have been won by persistently getting results. For the truth will out.

Its circulation, in excess of 100,000, is the largest ever GAINED by a Morning Paper in Canada.

The Retail Merchants' Globe is a considerable factor in the success of Globe advertising. It goes direct to the dealer and extends a helping hand. It reproduces Globe advertising and tells the dealer why these goods will sell. It gives him additional confidence. He stays sold.

The Globe,

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

WINNING THE STAFF'S SUPPORT FOR A BETTER LETTERS PROGRAM

Any plan to reorganize correspondence must have the enthusiastic support of correspondents. Much tact required to accomplish this. How department managers have been interested in improving their own letters to the desired standard. Fourth article on Reorganizing Your Correspondence

Written for MARKETING by LOUIS BALSAM

AS might well be imagined, the idea of Better Letters while very plain to the chief executive, was not quite so welcome to many of the department heads.

In a great many instances department managers who had been with the concern from ten to twenty-five years, could see no sense in "tampering with our letters". A large proportion of these managers sincerely believed that the letters were good enough—plenty good enough. One man went so far as to say:

> 'It does not make so much difference what is in the letter as whose letter-head you are writing on. This company is so well known that no matter what the body of the letter may contain, the man will read it if it is from this company."

Another said:

> "I have been writing letters for twenty years for this company. They have evidently been successful, because I have held my job. I do not see why I should change my methods now,"

So you can readily understand what a tremendous and vital task it was to make these men realize the necessity of the Better Letters idea.

This concern found, aside from specific methods which we will discuss, that one factor was absolutely necessary if the plan was to succeed —Enthusiasm. A plan of this nature being essentially a matter of intelligence and mentality rather than of mechanics, needed the right kind of thought behind it.

Several concerns in the last few years, after deciding to organize their correspondence, went about it as though they were improving the efficiency and output of machines. Certain definite, hard-boiled rules were installed. Today concerns of that kind, and there are quite a number of them, imagine they have a plan that is helping create Better Letters. As a matter of fact, all they have is output efficiency. This, of course, is by no means to be ignored. At the same time, it is the worst kind of business suicide to turn out twenty or fifty letters, or even five hundred letters a day more, if those letters are to be mechanical, over-efficientized and cold-blooded. There are few things in the business world more important to the life of a business than the contacts that it makes with its customers and prospects. That is why enthusiasm is such a vital factor in the organization of correspondence.

This concern found that by putting a man of real enthusiasm at the head of the correspondence supervision work, it was not very long before his enthusiasm became contagious. In spite of all our talk to the contrary, brains and reason do not occupy nearly as important places in the conducting of affairs as people imagine.

There is something dynamic and unconquerable in the warmth of human emotions and radiant enthusiasm. Hard hearted business men bow down before it and sign on the dotted line in a few minutes, when twenty hours of reason would not budge them an inch. That is why this company laid so much stress on the necessity of launching this idea, not so much as an efficiency method as one of human enthusiasm and friendly emotional power.

This does not mean, of course, that quantity was ignored. It simply means that it was not featured as the leading item.

CAPITALIZED ENTHUSIASM

It was not very long after the idea was made public, that strong and vigorous opposition became very plain. Here is where efficiency alone might have failed, and dismally. This plan, in order to be successful, needed enthusiasm that could keep on plugging earnestly, sincerely and smilingly in the face of the blackest discouragement. This institution, in this instance anyway, capitalized the value of eagerness to achieve. It found that enthusiasm paid handsomely in dollars and cents.

It also found, as you will find when you start organizing your own correspondence, that the dictators themselves were doing their utmost to imitate the department managers. Here is something that I cannot stress too strongly. A great many executives never realize how much responsibility rests on their shoulders when it comes to sending out really worth while letters. Too often, a department manager, steeped in his own ideas of correspondence, will insist that letters go out according to his notions. He will never stop to think that the ideas he is using at present were exactly the ones he had used a dozen or twenty years ago.

He will never consider for a second the fact that just as other phases of business have been vastly improved, so have business letters. As a result, the men under him, usually intimidated by his forcefulness, will use his diction as a model.

It became clear to this concern that, if real results were to be expected, work must be begun with the department heads. This was a very delicate task, but handled diplomatically, was accomplished with comparatively little trouble.

WORKED WITH DEPARTMENT HEADS

The supervisor of correspondence began by getting the co-operation of the department managers, first by associating closely and personally with them. Not a day went by but what some representative of the correspondence supervision department would talk with the different managers personally and make helpful suggestions regarding the men under them.

In concerns that cannot afford correspondence supervisors, the same procedure can be carried out by whoever is put in charge of the letters, be it the advertising manager, sales manager or president.

The next move was to get the var-

Because:

Manufacturers believe in having their message carried into the innermost circle of the Home, and

Because they believe in presenting that message to the Better Element of readers, and

Because they insist that the message be carried by a Vehicle of Known Quality, and

Because they demand that the reader readily appreciate the full worth of the publication carrying the advertising, and

Because they realize the value of concentrated circulation of this calibre, they use THE CITIZEN.

The Citizen Excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks, and any other advertising that should not be found in a Clean Home Newspaper.

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"—

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban
26,486

Total Circulation
30,404

ious department managers interested in improving their own letters by distributing without much fuss, magazine articles and clippings of various sorts which showed what other concerns in similiar lines of business had been able to do with their correspondence. A miniature barrage of this type of propaganda was turned loose. Within less than three weeks' time, department managers, of their own accord, would drift into the office of the correspondence supervisor to find out how the idea could be adapted to the individual departments!

These various executives knew, of course, that these clippings and magazine articles were also seen by the officials of the concern. Naturally, they did not want to feel that other companies could inaugurate ideas that would help improve conditions, without they themselves being ready to follow suit or perhaps go their competitors one better, Verily, advertising is a successful force not only with the outside world, but with men in our own organization as well.

Suggestions Invited

Before any booklet was issued, the manuscripts were sent to the various department managers, with requests for suggestions and criticisms. Being human, these executives responded very freely, and in some cases, quite voluminously.

It then occurred to the correspondence executive that another and perhaps the best way to secure cooperation of the department managers, was to talk in terms of dollars and cents. It was a comparatively easy matter to do this, for it simply meant the analyzing of several hundred letters of each department before and after supervision had started. In this manner, it was easy to show the department managers the waste of money from poor letters and the increased profits that were sure to come from effective messages.

There are very few things that will make the average department manager willing to forget some of his hide-bound ideas as much as specific instances of how he can reduce the expenses of his department, without going to any trouble himself.

The next step was to create friendly, but none the less real and vigorous competition, between the various departments. It found, as all business men have found from time immemorial, that human nature loves the idea of pitting itself against the other fellow, providing something is to be gained. Very often, men love the idea of combat, mental and physical, for the sheer joy of doing it. This interesting trait in human nature was put to work with a vim.

A record of all the poor beginnings, poor endings and unnecessary wordings as well as other faults of business letters, was kept regularly. At the end of each week, the department managers were told where each department stood. If one department was lacking, the manager would be told of the man or men who were responsible.

Inasmuch as these records for departments were made public, the result was amazing. Naturally no manager wanted his department to be the last or near the last, on the list. He would then take immediate steps to see why certain men were not following instructions.

This plan was carried out so effectively that it is now considered a breach of business etiquette in that concern, to use such expressions as "Fourth inst.," "ult.," or to call a letter a "favor" or to "advise" when "inform" is meant.

Today these department managers are so enthusiastic about the idea of Better Letters—an idea they bitterly resented at first—that they carry thru all suggestions issued by the correspondence supervision department immediately.

Necessity of Tact

It is comparatively easy to tell how the other fellow did these things, or how one did them himself, but this article would not be complete did I not lay sufficient emphasis on the absolute necessity of TACT. This concern found, as did other concerns who introduced the idea of reorganizing correspondence, that tact really made improvement possible. Without tactfulness, the work never could have been carried out successfully. Tact became the religion of those responsible for organizing the correspondence.

As a result, not once during the entire initial campaign was force of any kind even suggested. Not once was authority used. Not once was an appeal made to executives in order to bring a man into line.

On the other hand, just as tactfulness plus earnestness was used to put the ideas across to make corrections, so was tactfulness used in bestowing praise. No man was slobbered over, yet praise was given freely and sincerely when it was deserved. If it were found that a particular individual wrote unusually effective letters, his letters would at once be sent to the sales manager or the office manager, to show what he was doing. The individual himself was informed of what happened to his letters. You may be certain that this recognition did not make him an enemy of the correspondence supervisor.

After these various plans had been carried out successfully for a few months, the correspondence executive began to concentrate on the idea of developing a house tone. It decided that Sincerity should symbolize each contact with the outside world as well as with the other departments, especially in its letters.

This concern, in common with many of the most progressive concerns on the continent believed Sincerity to be the chief asset that a correspondent can introduce in his letters. Interestingly enough, it used one fundamental idea in helping introduce Sincerity into its letters. It impressed upon the minds of the dictators, the need for knowing the conditions under which the customers are working, and also the conditions under which this concern also was workng.

It is the old, old story of teaching letter writers the art of putting themselves in the other fellow's shoes. It is the idea of visualization brought home.

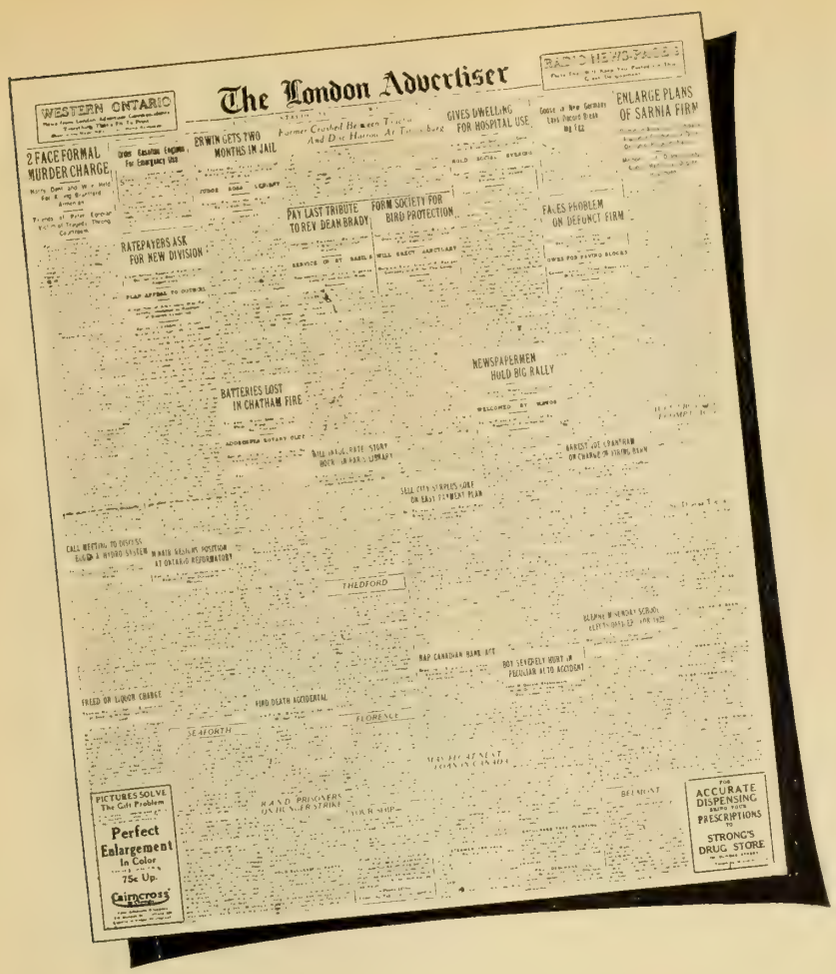
The Educational Campaign

In order to bring about a uniformity of tone—the tone of Sincerity, a vigorous and continuous educational campaign was inaugurated. It had three specific angles:

1. At least twice a week, the sales managers of the various departments have a man-to-man conference with everyone who writes letters. These managers have been asked to give talks to the letter writers regarding the actual conditions under which the customers operate. In these talks the sales managers lay great stress on their experiences with large jobbing houses and the most important dealers.

In addition to these discussions, the correspondence supervisor makes it a point, at least once a week and sometimes oftener, to go into the individual problems of each correspondent, at his own desk. In this way, the man really feels the earnest desire of the concern to help him help himself.

These man-to-man interviews and individual discussions soon became a very important factor in establishing the suc-



Introduce your product along with ours into over 30,000 Western Ontario homes. The opportunity is offered you every day.

People like to see their names in print

OVER a hundred people find their names mentioned on the "third page" of The London Advertiser, every day. They like it! People like to see their names in the paper. In the course of a year well over 30,000 names of Western Ontario people get into print on this page.

This third page of ours, devoted exclusively to news of Western Ontario, is one of the most effective interest-compelling features of The Advertiser.

Over 30,000 people would not buy our product every day unless it interested them. Why not introduce your product along with ours into these alert and interested homes.

The London Advertiser

MORNING and EVENING

London Ontario

J. BIRNIE SMITH
Advertising Manager

H. L. GARNER
Service Manager

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

Or any recognized Advertising Agency

cess of correspondence organization. Naturally the correspondence supervisor was what is known as a "big man". Therefore, it made the individual correspondent feel that he was of some importance, to have a high-salaried executive sit down at his desk and give him as much time as he needed.

It made each man feel that he was not merely a cog in the wheel, somebody to be "preached at". He began to realize that this concern considered him a valuable unit, well worth helping and teaching in every way possible.

To put it differently, it was realized very early in the game, that personal contact was essential. Correspondence supervision was not a thing that could be done altogether thru conference and booklets. There had to be at regular intervals, the man-to-man contact in order to help, even more, bring out the personality of the correspondent to the utmost.

It was really a splendid thing to see how the individual correspondents developed and found more confidence in their own ability, after a few months of such desk discussions.

2. Then the salesmen were asked for real co-operation. Inasmuch as the salesman is the bridge between the house and the customer, he was brought into immediate contact with each correspondent. Every time a salesman came to the home office, he was asked to make friends with the correspondents and tell them of actual experiences with customers he met in his every day life. The effect this had in developing better letter writers as well as better salesmen, was truly remarkable.

Another concern in the West goes so far as to send each correspondent out to a definite territory at least six times a year for periods ranging from a week to two weeks. Business men of the more alert type are fast realizing that it is absolutely impossible to write really successful letters unless the correspondent gets out on the other side of the fence every once in a while. The trouble with most of our letters is just that. They are written from an office point of view, and consequently are unusually dull, hackneyed and meaningless.

3. Wherever possible, advertising literature of the most important customers has been secured and distributed to each correspondent. As a result, correspondents have an additional aid in forming a mental picture of the concerns to whom they write. This enables them to get a very real idea of the way these customers do business. As a result, their letters more and more are filled with the spirit and ideals, not only of their own company, but of the company controlled by the man whom they write.

Thus I believe it is becoming plainer and plainer now, that the subject discussed in former articles—*co-relation*, was considered a very important element in the improvement of this concern's correspondence. It realized, at the outset that in order to improve their letters, each man must be made understand that letters were not things in themselves. Each correspondent, as well as all the executives in every department, was called upon for full co-operation.

The concern realized, fortunately, that good letters in the Collection Department can be made quite useless by poor ones in the Sales Department. It saw, without much teaching, that unless departments co-operated with each other, effective letters for the firm, as a unit, were out of the question. Thus it was, that the actual contacts of the salesmen with the letter writers, introduced a broader vision on both sides. Thus it was that an understanding of the problems of one department on the part of another department, made each of the two divisions do increasingly better work.

The Broader View

And today, years later, the idea that a letter is only one step in a vast process of merchandising is kept before these people. In this manner, they get the broader vision. They have learned to understand that a good letter is not merely a good piece of dictation. It is based on the bedrock of mutual understanding and sympathy for the other fellow, and the things he needs to combat right along. It was driven home to them that a good letter is a result of knowing the company's policy as a whole, instead merely of the policy of one department alone.

Educating new correspondents is, of course a somewhat different problem. At least it presents new complications at first. Thus far, we have been discussing the actual methods employed with the correspondents who have been with the company and whose methods needed improvement.

New correspondents coming into this concern, are made immediately acquainted with the correspondence supervision department. For two or three weeks, their letters are sent regularly to this department for examination, before they are released to the customer. They are made to feel that correspondence criticism is a regular and established fact with this institution. As a result, they feel perfectly at home with the idea from the outset.

It is not at all unusual to see new men come to the correspondence executive several times a day, at first, of their own free will for advice and consultation. Just as often, the correspondence critic gets requests for help at his desk. This, of course, is very cheerfully and eagerly given.

The biggest advantage of this type of education is that no new correspondent can long remain with the concern, without discarding the old, hackneyed, lumbering methods of expression. Thus, by preventing the wrong kind of letters right at the start, the new correspondent is taught the use of the more effective methods before he has an opportunity of allowing his old ways to become a matter of habit.

There is only one thing to be said for a plan of correspondence organization such as is used by this concern and others thruout America. It works.

Twenty-two thousand dollars a year, saved on one comparatively insignificant phase, speaks eloquently for the idea. What shall we say, then, of the millions of dollars this concern and others have saved, because of the customers it has kept, the added good will it has kept, and the real added selling incentive all its letters have acquired?

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Robson Lectured on Color to London Advertising and Sales Club

A. H. Robson, art director with Rous & Mann Ltd., Toronto, addressed the London Advertising and Sales Club recently on Color and its Relation to Advertising.

Mr. Robson favored refined colors in advertising. By various devices such as cardboard windmills, the speaker was able to demonstrate the effect of one color on another and the ability of different colors to blend one with the other.

The speaker also touched on designing, using lantern slides to illustrate his points.

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The R. Sykes Muller Co. Ltd., advertising agents, Montreal, has secured the account of R. T. Scott Ltd., of Windsor and Detroit.

Proofs to Prove Publication

The United States house has passed a bill which would allow newspapers to send single sheets to advertisers or their agents as proof of publication at the zone rates of postage applicable to advertising portions of publications entered as second class matter. The matter now goes to the senate. It is claimed that a great saving of paper would result inasmuch as the advertiser now gets a complete copy of the paper or magazine, and that the burden on the mails would be lighter.

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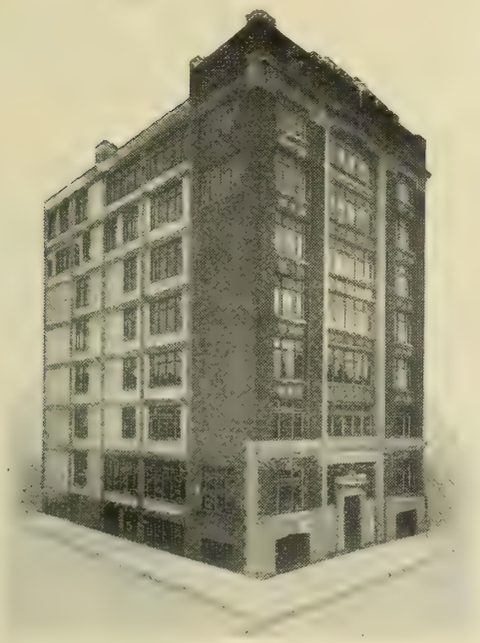
W. J. C. Sutton, who has been with the Montreal *Gazette* since 1900, the last six years as advertising manager, was recently added to the board of directors of that paper.

BUSY OTTAWA



JOURNAL BUILDING, OTTAWA

THERE is never any slowing down of the wheels of the Nation's Business in the Capital City.

Party changes do not affect the steady earning power of its Civil Servants—its splendid retail stores offer striking evidence of the buying power of its citizens.

In addition to these unique features Ottawa is the sixth city in Canada industrially, and labor disputes are practically unknown. It is a railroad centre of the first importance, and a tourist and convention city of wide repute.

Such stable conditions have produced a community of home-lovers and home-owners --- the kind of people most responsive to the appeal of the written word.

IN OTTAWA, the dominant medium—the daily welcome guest in the homes of the Capital is

The Ottawa Journal

To carry your message into the homes of its thrifty prosperous citizens THE JOURNAL is indispensable.

THE OTTAWA JOURNAL

(Members A.B.C.)

Average Circulation for March 1922 . 29,141

Morning - 5,707
Evening - 23,434

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

The Answer To 40,000 Qu

ARE YOU sending your salesmen out partially blindfolded? Are you planning your advertising in the dark?

Unless you have asked and answered at least 40,000 questions about Canada you must still be unaware of the full scope of your market.

There are some firms, probably, who base their selling plans on not more than a thousand facts.

They go off "half-cocked", and wonder why business is poor.

Obviously, forty thousand facts cannot be carried in anyone's head. Neither can they be filed away so as to be ready accessible without an elaborate and costly system.

And yet you *must* have these forty thousand facts at your finger tips in order to carry out your marketing plans intelligently and economically.

Lydiatt's Book is a product of trained minds, years of experience, and the most comprehensive systems of collating and filing.

Between one pair of covers, and in a size that slips into the pocket, or into the top drawer of your desk, it compresses information and statistics gathered literally from hundreds of sources.

It saves hours and hours which without it must be spent in consulting gazetters, directories, blue books, government reports, textbooks, maps, A.B.C. reports, rate cards, etc.

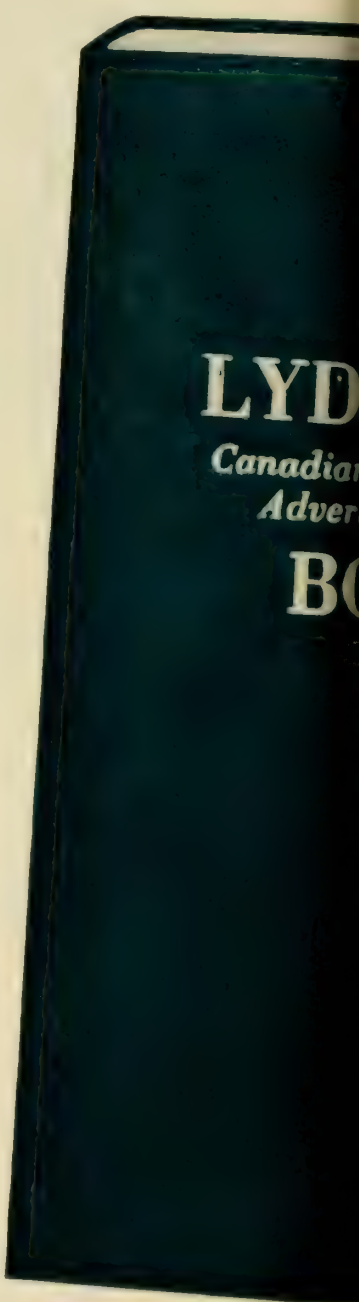
Ten Ways In Which This Book Saves Time and Money For Its Users

I IT TELLS YOU how many of the 8,645,535 people in Canada are possible buyers of your product. Many different kinds of statistics tell you what kind of people they are, how much they earn, how much income tax they pay, what position they are in to buy or use your goods.

II IT TELLS YOU where, in the 3,729,655 square miles of Canada, you will find the most prosperous and the most easily penetrated markets. Market surveys of more than sixty of the principal cities and towns of Canada, with the number of retail outlets of various lines in each; data as to railroad facilities, ar distribution, is accurately

III IT TELLS YOU what media you reach the partic buys your product. No ot complete and accurate inf

IV IT LISTS every population and which they are average number of pages,



New 1

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of columns, subscription price, circulation this year and last, name of advertising manager, minimum and maximum rates.

V IT LISTS every magazine and farm paper in Canada, with information similar to that given for the dailies. It lists every trade paper and all the religious, college, fraternal and other class periodicals, with information as above, together with an index of classifications. It gives the distribution of circulation by provinces, and the volume of advertising carried by the principal magazines and farm papers.

VI IT LISTS the principal weekly newspapers of Canada, with population of town in which published, day of issue, circulation and advertising rates. Gives you the number of sheets required and cost of a full showing of 24-sheet posters in each of the larger centres. Number of street cars in use and number of passengers carried annually in principal cities.

VII IT CONTAINS a list of the advertising agencies in Canada, the United States and Great Britain who place business in Canadian mediums, with names of chief executives and a complete list of clients. It lists the special representatives of Canadian publications in Great Britain, the United States and Eastern Canada.

VIII IT TELLS YOU how to order engravings, what they cost; gives you the cost of printing, tells you where well-known brands of paper can be secured in Canada, how to cut paper without waste, how to prepare copy to suit various mediums; reprints acts of parliaments and standards of practice of Canadian associations regarding advertising; lists the best books and periodicals devoted to selling and advertising.

IX IT CONTAINS complete postal information, customs tariff and regulations covering advertising matter, time of transit of mails, data as to special excise and sales taxes, commercial law regarding trade marks, patents, copyright, etc., data as to Canada's legal holidays, etc.

X IT CONTAINS, in all, 428 pages, fifty pages of which are closely packed with tables and statistics telling you how to reach and sell to the best advantage to the people of Canada. The 1922 edition has been completely revised, with new (1921) Census figures, corrected advertising rates, latest circulation figures, and greatly amplified market data.

Get a full year's use of it.

ORDER YOUR COPY TODAY

Postpaid to any address $5.00 a copy

Marketing Publishers Limited, 27 East Wellington Street, Toronto

EDITORIAL COMMENT

Too Proud To Advertise

A STORY is told of a man who developed a large business from the traditional peddler's push cart into a concern with fleet of over a hundred wagons. He did it without advertising, a feat of which he was inordinately proud. He never bought a cent's worth of white space. His posters never graced the landscape. He never O.K'd a direct mail advertising campaign. He died rich and on his deathbed he exhorted his heirs with the words; "Never advertise!"

It is said that this man's successors have loyally followed their old chief's dictum. Most of the advertising agencies and newspaper solicitors have broken lances against the hide bound prejudice of the firm. They will not advertise. They perpetrate a certain inconsistency by maintaining a large sales staff. Their office windows, factory walls, watertank and huge delivery wagons are glaring advertisments, but so far as advertising in periodicals, on billboards or through the mail is concerned they plead not guilty. All that is beneath them.

The story is doubtless apocryphal, although similiar cases are not unknown. There are concerns which have grown to large dimensions during the last half-century without aid of anything resembling modern advertising. Today they adhere to the hoary traditions of the past with immovable pride. Prestige gives them a momentum that keeps them going and unconcerned whilst younger rivals who advertise overhaul them.

It will generally be found that the root objection to advertising in such cases is the belief that it is necessary to depart from the truth, or become boastful, if any impression is to be made. It is a mental attitude not unlike that of the old lady who keeps her savings in the teapot because she is suspicious of the integrity or soundness of the bank. These non-advertisers cannot forget Barnum and his tribe who gave advertising a bad name in its early days and they point with the finger of scorn to displays of fake medicine vendors which some newspapers and periodicals still accept. They resemble the proud rooster who starved to death rather than eat the grain that had some chaff mixed with it.

In national advertising, the chaff is gradually being sifted out. Unprejudiced students of advertising find that where sound seed is used in a sane manner there is always a satisfactory harvest. Modern advertising is merely an extension of those forms of publicity—such as sales staffs, name-plates, letterheads correspondence, printed packages—which not even the most patrician concern can afford to do without.

* * *

Enthusiasm is well-balanced excitement.

* * *

The stimulus given to business by advertising was described recently as a "shot in the arm." The metaphor is not a happy one, but it might be said that not to advertise is to suffer from a self-administered kick in the back.

Two Causes Of Failure

THERE are two reasons why perfectly good advertising campaigns sometimes fail. The first is that the public is not so inclined to fall for every "glad hand" extended to it as generally supposed. The second is that dealers have become cautious and wait to see if a big advertising "splash" is merely an attempt to load new goods on their shelves without any intention of permanency behind it.

Many techincally perfect advertising campaigns have failed only because they came to a premature end. They left little to be desired except the element of persistency. A concern whose advertising has given it a yearly output of 50,000,000 manufactured items, had its plant destroyed by fire recently. For four months it could not make a nickle's worth. All advertising was called off during that period but it was the most costly error that firm ever made. "Never again!" says its president.

Practically all successful advertisers have expressed the emphatic opinion that once advertising is resorted to it should be carried on persistently. The public may be a fickle entity in some respects, but those who wish to build surely on its suffrages, will do well to remember that, broadly speaking, it is a remarkably consistent body. While the speculating public can be stampeded at times, the buying public cannot. Failure to recognise this fact has led many a flash-in-the-pan advertiser to throw up his hands and consign advertising to the nethermost pit.

If it is difficult to stampede the public in favor of a new product, it is becoming harder still to persuade the merchant. Dealers have been persuaded in the past. Convincing proofs of coming campaigns have led them to order goods in anticipation of a consumer rush. The campaigns came and went, almost in a night and the goods are still on the dealers' shelves. Naturally these men are inclined to repose confidence in established advertisers and in those newcomers who have something more to show by way of guarantee that their advertising will be permanent than nicely printed portfolios of "smashing" advertisements.

It is only after several years of patient plugging that the national advertiser can expect to find dependable and growing returns in increased trade. Someday the innumerable textbooks on "How to Advertise" are going to be perfectly frank and tell their readers that the man who is not prepared to persevere in his advertising had better keep his money in his pocket.

* * *

That famous slogan, "See America First," has been retired without pension. With a huge unemployed merchant marine on his hands, Uncle Sam is begging his nieces and nephews to "See South America, Europe and the Orient First!"

* * *

The reason why some of the "professions" do not advertise is that their members consider the brass band to be the only possible alternative to the brass plate.

DAILY NEWSPAPER PUBLISHERS REAFFIRM CONFIDENCE IN AGENCY SYSTEM

Agency relations occupied major part of time spent by Canadian Daily Newspapers' Association at annual meeting in Montreal. Amendment to agreement with agencies threatens withdrawal of recognition from agents who rebate commissions. Deputations from advertisers' and agent's associations were received

THE question of agency relations occupied considerably more than half of the time spent by the members of the Canadian Daily Newspapers' Association at their annual meeting in Montreal, May 3 and 4. After hearing deputations from both advertisers and agencies, as well as thoroughly threshing out the views of individual publishers, a resolution was passed which leaves no doubt in the minds of any of those present that the daily press of Canada retains undiminished confidence in the existing agency system and is determined to eradicate the evils which have tended to bring upon it the stigma of disrepute.

The resolution took the form of an amendment to Clause J. which has long been the bone of contention in the proposed agreement between individual advertising agents, individual publishers and the Canadian Daily Newspapers' Association. The clause has been amended to read as follows (the portion in italics indicates the revision):

"The existing commission system having been proven sound and productive of great benefit to the advertiser and publisher, the rebating of commission in any form, directly or indirectly, by the advertising agent with the advertiser, is considered to be destructive of the best interests of the advertiser, the publisher and the agent, and should not be permitted to continue. Therefore the applicant for recognition shall agree that if recognition be granted such recognition may be withdrawn or such other action taken as the association in its discretion may determine at a general meeting of the membership, if at any time it shall be proven to the satisfaction of the association that the applicant has rebated to any of its clients, to any person in the employ of any of its clients or to any other person, either directly or indirectly, any portion of the commission or cash discount, if any, received from publishers. This shall be interpreted as precluding the payment, either directly or indirectly, of all or any portion of the salary of any employee of a client or the permanent or temporary attachment of any of the agency's employees to the staff of any of its clients: and as requiring the agency to collect from the advertiser for all drawings, etchings, typesetting, plates, shipping, etc. and any other work that may be done for the advertiser in addition to the actual preparation of copy for the advertisements in the publications, and the actual handling of the business with the publications."

The former clause contained no reference to the withdrawal of recognition, nor did it provide any machinery for the penalizing of agents who indulge in unethical practices.

By many of those present at the meeting it is believed that the new clause will smooth out a lot of the difficulties which have beset the advertising business in Canada for some time past.

A number of agents, who attended the annual meeting of the Canadian Association of Advertising Agencies held in Montreal simultaneously with the publishers' convention, appear to be well pleased with the action of the C. D. N. A. A deputation from the agents' association waited upon the publishers' during the first day of the convention headed by E. Desbarats, the former president, and accompanied by James O'Shaughnessy, secretary of the American Association of Advertising Agencies. The deputation, representing a membership of 26 of the largest agencies in Canada, urged the publishers to stand firm for the existing system. Mr. O'Shaughnessy's remarks are reported to have made a deep impression on the meeting.

The agents were followed by a deputation from the Association of Canadian Advertisers, including R. W. Ashcroft of Ames-Holden-McCready Ltd.; W. M. MacKay of Lever Brothers, and H. Beecher of Society Brand Clothes who read to the publishers the following resolution passed by their body:

"Whereas the existing methods of remuneration as between the national advertiser and the advertising agency, as arranged by the respective publishers and the advertising agencies, are deemed unsatisfactory to the national advertiser.

"Be it resolved: That it is the sense of the Association of Canadian Advertisers Inc., in convention assembled.

"FIRST: That if desired by the advertiser, agencies shall bill advertisers at net rates after all commissions allowed by the publishers have been deducted from the gross rates, the agency remuneration to be arranged between the agency and the advertiser as may be mutually agreed upon.

"SECOND: That publishers shall place no obstacle in the way of agencies making the above arrangements with advertisers, where mutually agreeable.

"THIRD: That the agency relations committee of the Association of Canadian Advertisers Inc., continue its efforts to bring this about.

"FOURTH: That the Association of Canadian Advertisers Inc., recommend to each member of the Association that he endeavour to place his advertising through his advertising agency on the net basis as outlined above."

After listening to these two deputations the C.D.N.A. spent most of the second day of their convention in discussing the question, and it was not until late in the afternoon that the resolution outlining their stand was passed.

The meeting was particularly well attended, over sixty representatives of the proprietorial and business interests of the daily press being in attendance. The proceedings were opened by J. E. Atkinson, the retiring president, who later in the day installed his successor F. J. Burd of the Vancouver *Province*, in the chair. Other officers elected for the ensuing year were vice-president, T. H. Preston, Brantford Expositor; treasurer, N. T. Bowman, Toronto Telegram; directors: F. B. Ellis, St. John Globe, W. H. Dennis Halifax Herald; Florian Fortin, L'Evenement, Quebec; L. J. Tarte, La Patrie, Montreal; Lord Atholstan, Montreal Star; J. R. Henderson Montreal Gazette; P. D. Ross, Ottawa Journal; G. E. Scroggie, Toronto Mail and Empire; R. M. Glover, Peterboro Examiner; W. J. Taylor, Woodstock Sentinel-Review; R. N. Harris, Hamilton Herald; E. H. Macklin, Winnipeg Free Press; C. A. Elvin, Saskatoon Star and Phoenix; J. H. Woods, Calgary Her-

ald; F. F. Payne, Nelson News, B.C.

Resolutions were passed expressing the association's appreciation of the work of J. E. Atkinson, retiring president; Wm Wallace, former manager and secretary, and Arthur Partridge, promotion manager. Mr. Partridge was appointed manager and secretary, succeeding Mr. Wallace, who resigned some time ago to join the staff of the Toronto *Star*.

As the result of a complaint made to the association, a committee was appointed to co-operate with publishers in the province of Quebec in securing some relief from what are regarded as very stringent libel laws. From what was said, it appears that there is practically no privilege, and that Quebec is at a disadvantage as compared with other provinces.

The increasing rates for second-class postage was touched on in the report of the postal and parliamentary committee, which showed that such increases had become effective January 1, 1921, and January 1, 1922, the first increase being from one-quarter cent to three-quarter cents, and in the second case from three-quarter cents to one and a half cent per pound.

A recommendation was made by the labor committee that, if possible, a separate arbitration argreement for Canadian daily newspapers with the International Typographical Union should be arranged; in fact, the convention was in favor of securing an agreement with the I.T.U. which would provide for all differences being submitted to arbitration.

At a banquet held on the first evening of the convention the members had the opportunity of hearing some thing about the power and responsibilities of the press from the ex-premier and the minister of justice.

Frank J. Burd, who presided, read a telegram from Hon. W. L. Mackenzie King expressing regret for his inability to attend and then proposed the toast of "Canada, a United Nation."

Sir Lomer Gouin, replying to the toast, expressed the wish that the journalists of Canada in all provinces would unite to make reparation for errors of the past by preaching unity between races and provinces and by creating that universal good feeling among Canadians which is Canada's highest ideal.

The Right Hon. Arthur Meighen responded to the toast of "Parliamentary Institutions," which was given by T. H. Preston, of Brantford, who gave a pleasing retrospect of parliamentary life as seen from the press gallery in the seventies.

Mr. Meighen touched upon the present world problems and urged the duty of the press in striving to keep peace ideals before the nations. He said he was bound to come to the conclusion in reading the press that it was not doing its best to help great statesmen of the world to solve the immense problems of the day.

Responding to the toast of "Present Day Problems", proposed by the president in the absence of Gen. Sir Arthur Currie, who was to have proposed it, J. H. Woods, of Calgary, first treated it in a humorous vein, and then in serious vein said that Canada could handle all her material problems, but the most important ones were ethical. He believed that the country could depend upon newspaper men independently of political affiliations and opinions to maintain the dignity, independence and honor of the nation.

A film exhibition was put on at this juncture by Price Brothers showing the process of producing a newspaper, tracing it from the forest to the press.

At midnight the toast of "The Press: Its Responsibilities," was proposed by R. S. White, editor-in-chief of the Gazette, who on account of the lateness of the hour, curtailed his remarks, but declared that the newspapers of Canada had a greater sense of their responsibility than ever.

P. D. Ross, of the Ottawa Journal, in replying, said that proprietors tried to conduct newspapers just as they conducted themselves as private gentlemen.

On the following evening the members of the association were entertained at the Montreal Club by the executive board of A. McKim Ltd. W. B. Somerset, president of the firm, was in the chair, and in the course of the brief addresses, J. E. Atkinson, of the Toronto Star, the retiring president of the C.D.N.A., paid a graceful tribute to the late Anson McKim, whom he characterized as the first great agency man in Canada, the McKim Advertising Agency being the oldest in the Dominion. J. H. Woods, of the Calgary Herald, spoke in like vein, and respect was paid by the C.D.N.A. members to Mrs. McKim.

In the afternoon the delegates to the convention accepted the invitation of the Harbor Commissioners to inspect the port of Montreal, aboard the commissioners' tug, the Hugh Allan. M. P. Fennell, general manager of the port, accompanied the publishers and pointed out the considerable extensions that have been made within the past year.

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Associated Advertising Clubs to meet in Milwaukee June 11—15

The annual convention of the Associated Advertising Clubs of the World will be held this year in Milwaukee, June 11 to 15. Monday afternoon and all day Tuesday will be given over to departmental and conference sessions, while the Interdepartmental sessions will be held Wednesday afternoon and Thursday morning. On the Interdepartmental program will appear speakers who, because they have made good in a big way in the departmentals, will have been selected by the departmental audiences to come before the entire convention.

Among the speakers who have been invited to address the convention are Sir Charles F. Higham, M. P., London England; Charles M. Schwab; Dr. Frank Crane; Edward Jordan, of the Jordan Automobile Co.; W. S. Ashby of the Western Clock Co., and many other important advertising men.

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Attractive copy for "Ariola" Boudoir Creations, manufactured by La Barre, Paris and Montreal, is being sent out by A. McKim Ltd., advertising agents, Montreal. The goods are being handled in Canada by the National Drug and Chemical Co. Ltd.

Stage Exhibit of their Work

Rous and Mann Ltd., printers, Toronto, have staged an exhibit of their work that occupies the entire top floor of their premises. The examples have been conveniently arranged to show the firm's "form at a glance." One corner is devoted to etchings, in which branch of the printing art for illustrating high grade booklets, greeting cards and announcements, Rous and Mann have been specializing.

Another section shows the service in preparing and carrying out of advertising campaigns, including fine art catalogs, commercial booklets and calendars, house organs, commercial literature of all kinds and sizes, direct mail pieces, financial printing, street car cards, show cards, cut-outs, window trims, decorative box tops, package designs and labels.

The exhibit is of surprising extent and variety and is a striking demonstration of Canadian efficiency in art, typography and color. The illustrated folder conveying an invitation to buyers of printing to view the exhibit is in itself a very fine specimen of Rous and Mann's work.

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The Cellular Clothing Co. Ltd., of London, England, now has a sales office at 323 Bleury Street, Montreal. Copy for this firm's Aertex Cellular Underwear is being placed by A. McKim Ltd., advertising agents, Montreal.

Early Return of Prosperous Times for Ontario Farmers

"I have never seen the farmers of Ontario in a more hopeful state of mind than they are right now.

"The farmers of this province have shown that they have every faith in the early return of prosperous times.

"They are going at farm operations this Spring with strong confidence. The acreage sown promises to be fully as large as any in the last five years."

HON. MANNING DOHERTY.
Ontario Minister of Agriculture.

THE farm market was the first to feel depression. It will be the first to recover. It was deflated to the limit in 1921. In January we quoted Hon. Manning Doherty as follows: "The upward swing has commenced. There is reason to believe that, so far as Ontario agriculture is concerned, the worst is past, and the industry will be stronger for what is has encountered and survived. Beyond lie stability, development and prosperity."

The outlook for the farmer has improved steadily since the first of this year. Price advances in the past few weeks have increased his purchasing ability by many millions of dollars.

The Ontario farm market is coming back. Continued improvement does not mean that the prices of farm products must necessarily go higher. In some cases, they may, and undoubtedly will, go lower. It means that the price the farmer receives will bear a more equitable relation to his cost of production.

This is well illustrated by the cattle market. This time last year good steers were selling for around $10.50 cwt. Now they are selling for about $8.50 cwt, but men who feed cattle actually sold their steers in the spring of 1921 at a loss of about $12 per head, and are making from $30. to $40. per head on the cattle they are selling this year. The reason for this is that it cost more to buy and feed the former than the latter. This same condition applies to a great many other farm products.

The price of dairy products always falls in the Spring, due to increased production, but the dairy industry up to the present time has been less affected than any other branch of agriculture by falling prices, and prices are still above pre-war levels.

With conditions steadily improving in Europe and other countries, which buy our surplus farm products, there is no reason why farmers should not be optimistic. Great Britain normally takes seventy per cent of our agricultural exports, and the nearer exchange values get back to normal the easier it will be for consumers in that country to buy our farm products.

ONTARIO
is
Canada's Richest Farm Market

And Canadian Countryman the dominant medium in that great market. Behind Canadian Countryman's circulation is the buying power of 40,000 better-than-average farm families, comprising approximately 200,000 consumers; of 40,000 farms comprising approximately 6,000,000 acres of the finest farm land in the world.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING *Member Audit Bureau of Circulations* TORONTO

Challenged Circulation Claims "Shoe & Leather Journal"

A challenge issued by the Hugh C. McLean Publications Ltd., Toronto, in their trade journal *Footwear in Canada*, to the Acton Publishing Co., of the same city, publishers of the *Shoe and Leather Journal*, aroused considerable interest in advertising circles.

In the April issue of *Footwear in Canada* the Hugh C. McLean Publications, Ltd., challenged the rival journal's claim of a paid circulation "more than double that of any other shoe publication in Canada and exceeding the combined paid lists of all other shoe trade papers circulating in this country."

This claim the publishers of *Footwear in Canada* believed to be misleading and untrue. A letter sent by them to the Acton Publishing Co. on March 10th, challenging the statement, brought no response. Believing that the readers of both journals were entitled to know the facts, the Hugh C. McLean Publications Ltd., issued a specific challenge to the Acton Publishing Co. to submit to an independent audit of circulation on certain stated terms.

These terms called for a committee of three, one to be appointed by each side, and these two nominees to choose a third. The procedure of the A. B. C. in crediting paid subscriptions was to be followed. Both parties were to deposit a marked cheque for $5,000, the loser to forfeit the deposit to the Navy League of Canada (Boys' Naval Brigade Fund.)

The MacLean firm duly deposited their marked cheque for $5,000 and named Bryan Pontifex, C. A., as their nominee. May 1st was set as the latest date for acceptance of the challenge. The issue having been ignored by the Acton Publishing Co., the cheque deposited by the challengers has been returned to them.

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More Census Figures

Unrevised figures of the census of Newfoundland, taken last year, show a total population of 258,151 persons of whom 3,621 live in Labrador. According to the 1911 census the population was 242 619, including 3,987 in Labrador.

The population of the city of St. John's last year was 36,937, as against 32,262 in 1911.

The third printed bulletin relating to the Sixth (1921) Census of Canada has been issued by the Dominion Bureau of Statistics. It deals exclusively with the population of the province of Prince Edward Island, and shows that the urban population is 19,093 as compared with 69,522 in the rural districts. The population per square mile is given at 40.56.

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A. J. Denne and Company, Ltd., have secured the account of the Disappearing Propellers Boat Company Limited, Toronto. A large list of newspapers and general magazines and sporting publications will be used to reach and interest the motor-boating public.

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Bank Clearings in Canada for April declined 17.6 per cent as compared with the same month of 1921. Eastern clearings showed a drop of 16.02 per cent., while Western clearings declined 22.1 per cent.

Wm. Findlay Honored by Globe staff

Wm Findlay, who for the last three years has been Business Manager of the Toronto *Globe*, was the recipient of a handsome presentation from the staff of that paper on May 1st, when he left to join the executive board of A. McKim Ltd. In making the presentation W. G. Jaffray, president of the *Globe*, said it was with sincere regret that he and the directors parted with Mr. Findlay.

"I wish to bear testimony to the faithful and effective service which Mr. Findlay has rendered during the past three years, and we wish to thank him for that work, and tell him how much we wish him Godspeed in his new field of labor," said Mr. Jaffray.

Mr. Stewart Lyon, speaking on behalf of the editorial staff, said he was very sorry that Mr. Findlay was leaving The *Globe*. "He has been an invigorating breath of fresh air," said Mr. Lyon. "He was always on the job, and his going will be a distinct loss to the paper. The things that he began we will carry on, and we wish for him in the future prosperity and happiness."

The presentation consisted of a clock and two candelabra of white marble, mounted in bronze, of Louis XIV. period; also an electric table lamp of hand-painted crystal.

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The Toronto office of the R. Sykes Muller Co., Ltd., advertising agents, has recently placed some business for the Municipal Bankers' Corporation, 33 Victoria St., Toronto.

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The construction industry is busier than it has been at any time since 1914, according to McLean Building Reports.

During April construction contracts awarded in Canada amounted to $29,428,400, compared with $13,465,000 in March and $21,622,000 in April, 1921. Residential building accounted for 42.8 per cent. of the April total and amounted to $12,472,200. Business building amounted to $8,203,300, or 27.9 per cent. of the total; industrial buildings, $3,176,000, or 10.8 per cent; public works and utilities, $5,576,500, or 18.5 per cent.

Bread and Milk Week in Winnipeg

The Fleischman Yeast Company was responsible for the organization of a "Bread and Milk Week" in Winnipeg, commencing April 24th, supported by generous newspaper publicity. Three leading bakeries and two of the principal creameries co-operated with the yeast company, each paying their share of the campaign. A parade on the Tuesday of the week created considerable attention, each firm contributing a fleet of wagons on which were displayed banners announcing the event.

The slogan of the campaign was "Bread and Pasteurized Milk at Every Meal", and the newspaper copy emphasized "one meal a day of bread and milk". Those participating consider the campaign quite a success and it is likely to become an annual event.

✤ ✤ ✤

W. Clark, Limited, using Newspapers After Long Interval

The Desbarats Advertising Agency, Ltd., Montreal, has recently sent out a newspaper campaign for W. Clark Ltd., Montreal; the first piece of copy featuring Clark's Cooked Corned Beef. This is the first advertising to appear in dailies for a considerable time.

"Let the Clark kitchens help you" is the slogan used in this new series, and the copy emphasizes the ease with which cooked foods can be prepared for the table on washday, or any other busy day.

✤ ✤ ✤

The advertising account of The Studebaker Corporation, formerly handled by Frank Seaman Inc., New York, is now in the hands of Grandin-Dorrance-Sullivan Inc., advertising agents, 130 W. 42nd St., New York City.

✤ ✤ ✤

Kelly Douglas & Co. Ltd., Vancouver, have resumed newspaper advertising for their Nabob tea and coffee after a considerable interval. The campaign is placed by the Winnipeg office of A. McKim Ltd., advertising agents.

✤ ✤ ✤

King Oscar Sardines are again to be advertised in dailies. Instructions have recently been sent out by A. McKim Ltd., advertising agents, Montreal, for Bickle & Greening of Hamilton, and Stavanger, Norway.

✤ ✤ ✤

Small copy for Mic Mac Cigarette papers, manufactured by Genin, Trudeau & Co. Ltd., Montreal, has recently been sent out by Consolidated Advertising Service, Toronto.

✤ ✤ ✤

An attractive poster for Kayser Silk Gloves, manufactured by the Perrin-Kayser Co. Ltd., Montreal, has recently made its appearance on the boards.

✤ ✤ ✤

Copy for the Ontario Gypsum Co. Ltd., Paris, Ont., a subsidiary of the Alabastine Co. Ltd., is being placed by McConnell & Fergusson Ltd., advertising agents, London.

✤ ✤ ✤

Copy for the Golden Standard Paint & Lead Works, Winnipeg, featuring Duksbak Shingle Stain, has recently made its appearance, placed by the MacPherson-McCurdy Co. Ltd., advertising agents, Winnipeg.

Sixty-One Millions Derived From Sales Tax

The total amount of sales tax on imports into Canada during the fiscal year ended March 31, 1922, was $16,394,495,76, and the total sales tax on goods manufactured in Canada for the same period was $44,819,890.16. The following table shows how these totals are distributed through the months of that period:

	Sales tax on imp'ts.	Sales tax goods mfd. in Can.
April, 1921	$ 686,567	$2,323,232
May	1,062,292	3,123,628
June	1,362,396	3,114,552
July	1,364,309	4,051,762
August	1,492,634	4,367,194
September	1,415,466	4,050,871
October	1 485,759	4,589,278
November	1,598,218	4,019,838
December	1,242,466	4,749,386
January 1922	1,330,333	4,280,908
February	1,372,919	2,935,733
March	1,981,132	3,208,508

* * *

Theoretical Shoe Business Conducted by Y.M.C.A.

A theorectical shoe business, which has been in existence for a year and a half, known as the Young Men's Shoe Corporation, with headquarters at the Broadview Y.M.C.A., Toronto, held a banquet recently to mark the close of a successful season.

The "corporation" was organized for the purpose of applying the principles of production, salesmanship and finance taught by E. D. Ranck, of the Y.M.C.A. staff.

* * *

Original "Sunny Jim" Dies

James Kimball Hopper, 70 years old, a grain merchant and former president of the Chicago Board of Trade, has died in that city. He was known as "Sunny Jim", a widely advertised trade name which he took for a brand of oats put out by his concern, the Hopper Grain Company.

* * *

The Advertising Service Co. Ltd., Montreal, has secured the advertising account of Jute Industries Ltd., Dundee, Scotland A small campaign is being placed in Canadian magazines.

* * *

Geo. G. Colvin, former manager of the Winnipeg office of Hugh C. MacLean Western Ltd., has been appointed director of sales, with headquarters in Toronto. W. R. Kell, former editor of *The Commercial*, succeeds Mr. Colvin as Winnipeg manager.

* * *

Hay Stead, well known cartoonist and newspaper man, who has lately been with the Winnipeg *Tribune*, is now on the editorial staff of Hugh C. MacLean Western Ltd., Winnipeg.

* * *

A. McKim Ltd., advertising agents, Montreal, are placing a campaign for Woodrow Hats, manufactured by J. Woodrow & Son, Stockport, England.

* * *

The advertising account of the Renfrew Machinery Co., is now in the hands of The Advertising Service Co. Ltd., Toronto. Contracts were sent out last month.

Intensive Cultivation

Curtailed advertising expenditures emphasise the wisdom of intensive cultivation of a selected field.

National advertisers are recognizing the unquestioned fertility of Eastern Ontario and Western Quebec, and are according a steadily-increasing volume of business to the dominant Farm and Home medium in these parts—

The OTTAWA FARM JOURNAL

In its own concentrated area, the influence of THE OTTAWA FARM JOURNAL is undisputed. Every copy goes direct by mail to a rural or farm home. Less than 600 copies are distributed outside of the seventeen Counties of Eastern Ontario and English-speaking Western Quebec. Its circulation in this area is 9000 greater than any other farm paper.

Intensive cultivation of this territory is made possible and profitable by liberal and regular use of the columns of the

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA ONTARIO

Average Net Paid Circulation for 1921 . **24,103**

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg
200 Fifth Ave.

CHICAGO—1036 Peoples Gas Bldg
BOSTON—Old South Building

Home-Owning
Prospects

Over 95% of the 18,000 families in Prince Edward Island own their own homes. In Canada's most productive province the people live well and buy well. Two newspapers cover the entire territory. The concentrated buying-power of this compact market can be won by the use of these two A.B.C. newspapers—

Guardian
& Examiner

CHARLOTTETOWN
P.E.I.

NEW
BRUNSWICK

is thoroughly
covered by

The St. John
Telegraph

AND

Evening
Times

The Only
A.B.C. Newspapers
in the
Province

How Can We Get Better Make-Up

Continued from page 422

reproduced here two excellent pages torn from the Chicago *Tribune* and the New York *Times*, contrasted with pages taken from the Toronto *Star* and the Winnipeg *Free Press*.

It should perhaps be stated at once that these examples are not chosen as being in any way representative of the average newspaper make-up of the two countries. They were picked merely to illustrate the point of this article; the American pages considerably above the average, while the Canadian examples were purposely chosen because they are very much below the average page in the *Star* or *Free Press*, or in Canadian newspapers generally.

Close examination of these pages will indicate that the style, lay-out and allowance of white-space in the advertisements themselves is chiefly responsible for the superior appearance of the American examples. The make-up of the pages, in these extreme instances has some bearing on the total result; but the onus of the final effect is largely upon the advertiser.

Before considering the pages individually it may be well to mention that the amount of reading matter on these pages has little to do with the effectiveness of the advertising display. The amount of reading matter on each page, in inches is as follows:

Toronto Star	32
Chicago Tribune	32
Winnipeg Free Press	27
New York Times	17

The Chicago *Tribune* page is a particularly illuminating object lesson for both advertiser and publisher. Here are nine advertisements, all of them about the same size, none of them indulging in freak lay-outs, "stunty" type, or "circus" borders, and yet each one of them stands out and secures a share of the reader's attention. The small reproduction does not permit measurements, but in the original page it was easily noticed that in only one case was there less than half an inch of white space all around *inside* the border. In most of the advertisements there was considerably more.

The New York *Times* page was particularly chosen because it is an unusual indication of what can be done with plain type. Only one of the 18 advertisements on this page (if we except the negligible inch display at the bottom of the first column,) is illustrated. Here again there are no typographical gymnastics. Even the one or two hand-lettered signature cuts are far from obtrusive. And yet, partly because of intelligent make-up, but more largely because of good display and white space *within* each border, every one of these advertisements has a chance to intrigue the passing eye of the reader.

There are the same number of advertisements (18) on the page from the Winnipeg *Free Press;* but, although there are ten inches more reading matter than on the N. Y. *Times* page, it looks much more crowded, and the individual advertisements have nothing like the same chance of securing attention. Several factors, of course, enter into this result. There are too many different sizes of copy on the page, for one thing. This is largely due—not to lack of intelligence on the part of the *Free Press* make-up man—but to the demands for positions on this particular page (known as the "local" page) by a number of advertisers.

It may further be noticed that with the exception of two little inch displays every advertisement on the page contains an engraving of some sort. The combined effect of so many attention-compelling devices simply stuns the eye, while the lack of white space causes the advertisements, especially toward the bottom of the page, to run together and lose their individual identity.

The page from the Toronto *Star* is quite as good an example of what happens to over-illustrated copy when white space is not allowed to preserve identity. There are less advertisements (only 8) and more reading matter on this page than any of the others reproduced, and yet only one piece of copy sticks out as a unit and commands attention.

A comparison of this page with the financial page from the New York *Times* seems to point the moral that Canadian advertisers spend too much money and use too much space to command attention, leaving too little room for the actual message.

White space is the most effective attention-getter yet invented. If advertisers would buy more of it and spend correspondingly less on poor art-work and engravings their advertising would probably be less expensive and considerably more effective.

Fuller Brush Company Start Newspaper Campaign with Page Copy

The Fuller Brush Co., Ltd., Hartford, Conn., recently commenced a campaign in Canadian newspapers, using a full page for the opening announcement and good-sized copy to follow up. The advertising features the Fuller button worn by every salesman, and says—"The Fuller Man is a Canadian, a resident of your community. His service to you is invaluable. He is more than a salesman of Fuller Brushes. He is a man trained in housekeeping efficiency."

The slogan, immediately under the trade name, reads—"69 uses—head to foot —cellar to attic."

The account is handled by The Manternach Co., Hartford, Conn.

* * *

Duncan S. Blaikie, advertising agent, 35 St. Nicholas St., Montreal, has been granted limited recognition. Among the accounts handled by this agency are the British Empire Steel Corp. Ltd.; B. J. Coghlin Co. Ltd.; Dale & Co. Ltd.; McArthur Irwin Ltd.; Richardson and Bureau; Surpass Shoe Co. Ltd.

* * *

The Dollenmeyer Advertising Agency, Minneapolis, is placing copy in Canadian publications for Barrington Hall Coffee, distributed by the Baker Importing Co., Minneapolis. This advertising has been out of the dailies for some time.

* * *

Contracts have just been sent out by Norris-Patterson, Ltd., advertising agents, Toronto, covering the advertising of the Galt Stove & Furnace Co., Galt, Ont.

* * *

After a long absence copy for Mecca Ointment is again running in the newspapers. Nova Scotia and New Brunswick dailies are being used in the East, and a large list of newspapers in Western Canada. A. J. Denne and Company Limited, Toronto, have the account.

* * *

The Hamilton Advertisers' Agency Ltd., is placing a limited campaign for the Burlington Steel Co. Ltd., Hamilton, featuring U-Bar Fence Posts.

* * *

The Ideal Aluminum Products Ltd., 2480 Dundas Street W., Toronto, is doing some advertising. The copy is placed direct.

* * *

National Publicity Ltd., advertising agents, Montreal, have secured the Canadian end of the Cluett Peabody Co. Inc., advertising account.

* * *

The Canadian General Electric Co., Toronto, is placing some advertising direct for the Canadian Edison Appliance Company of Stratford.

* * *

The Toronto office of R. Sykes Muller Co. Ltd., advertising agents, has secured the account of the Beaver Truck Corporation, Hamilton. Copy is appearing.

* * *

The railways owned by the Canadian Government paid $31,328 towards the cost of the press advertising campaign conducted by the Canadian Railway Association during the past two years.

A "Classified" Guide for Space Buyers

It is generally conceded that genuine advertising merit in a paper goes hand in hand with the relative position of that paper in classified advertising. The average space buyer knows that the leading newspaper in the city field is the one with the lead in classified advertising. The same holds true in the farm field.

Based Solely on Results

Want and for sale (classified) advertising is based on one consideration only—RESULTS—to which might be added—quick results. A large volume of classified advertising sustained over a period of years indicates three things :—

1—That the paper produces quick results economically

2—That the classified advertisers in that paper (and 99% of the classified advertisers in farm papers are farm subscribers) have acute business perception.

3—That the general run of the paper's readers are patrons of the classified section.

"Guide" Predominant

The table below shows the standing in its field of the Grain Growers' Guide for the past three years. Figures are taken from those published by "Marketing."

	1921	1920	1919
The Grain Growers' Guide	**65,805**	**64,429**	**51,590**
2nd. Paper	21,886	23,424	18,103
3rd. Paper	9,269	9,688	9,766
4th. Paper	7,718	6,200	6,440

A Unique Record

In 1921—The Guide carried over 200% more classified advertising than any other Canadian farm paper—it carried 69% more than all other Western farm papers combined, and more that all other Canadian farm papers combined.

In 1920—The Guide carried 175% more than any other paper ; 68% more than all other Western farm papers combined and 13% more than all other Canadian farm papers combined.

In 1919—The Guide's lead, as will be seen from the table above was correspondingly great.

While the Guide leads amongst standard or magazine farm papers in Canada, in the majority of classes of commercial advertising, it is particularly proud of its showing in classified advertising. This class is placed almost entirely by farmers themselves. The Guide stands "first on their list"—should it not also on yours ?

The Grain Grower's Guide

WINNIPEG **MANITOBA**

Also at

TORONTO, ONT.
65 Yonge St.

NEW YORK, N.Y.
1478 Broadway

Over 300 Houses

to be built

In Kitchener this year

as well as a number of larger buildings.

A big market for building supplies and home furnishings for new homes.

You can reach them best through the

The Daily Record

Member of A.B.C.

Circulation over 6,200

Rates from any recognized agency or direct.

THE NEWS RECORD LTD
KITCHENER, ONT.

Can you use a young executive in your organization—

trained in advertising, financing, salesmanship and factory production? One who has managed a plant of his own and thus able to appreciate the boss's problems. Not a miracle worker but rather a business builder through honest and industrious effort. Thirty years of age, unmarried and healthy. Salary around $3000. Applicant seeks a larger opportunity and would be pleased to discuss the matter with any organization interested.

Box 27 *Marketing*

Bound Volumes

Marketing

1918, 1919, 1920, 1921

should be in every Canadian advertising library, providing a record and file of information not otherwise obtainable.

Only a few volumes are available

H. C. Sault, of Montreal, Eastern Representative of Hugh C. MacLean Western. Limited, has been appointed General Sales Manager of the E. T. Corset Company, Limited, St. Hyacinthe, Que., and has opened on office in the Coronation Building, St. Catherines Street, Montreal. from which he will control his firm's sales policy and direct an enterprising campaign of trade extension and publicity.

✣ ✣ ✣

Must Disclose Ownership

A bill has been introduced in the House of Commons at Ottawa which provides that "every proprietor of any newspaper which fails to register in the office of the secretary of State for Canada a declaration as to ownership of such newspaper is guilty of an indictable offence and liable to two year's imprisonment or to a fine of $1,000 or to both.

✣ ✣ ✣

John H. Patterson, founder and chairman of the Board of Directors of the National Cash Register Company, Dayton, Ohio, died suddenly on May 7th aboard a train bound for Atlantic City.

✣ ✣ ✣

The account of the Gem Ear Phone Company of Canada has been placed with R. C. Smith & Son Limited. Copy is being used in local newspapers and mail order publications.

✣ ✣ ✣

Hicks Advertising Agency, 217 Broadway, New York, is placing copy in newspapers and magazines for the Great Eastern Railway Co., of England.

✣ ✣ ✣

Honig-Cooper Co., San Francisco, are placing orders generally for advertising to appear in July and August for the California Pear Growers' Association.

✣ ✣ ✣

E. G. Taylor of the H. K. McCann Co. Ltd., Toronto, was recently married to Miss Carlotta Johnston.

✣ ✣ ✣

Among the new posters which have recently appeared on the boards is an especially attractive one in the Palmolive series. Hecla Furnaces, Kayser Gloves and Snowflake Ammonia are also using this form of advertising. New posters for Penman's Hosiery and Borden's Milk have also appeared during the last few days.

Yeomans Heads Toronto Publicity Bureau

R. M. Yeomans, who has been acting as temporary secretary of the newly formed Toronto Publicity Bureau since its organization, has been appointed to the position of general manager. The organization of the bureau is proceeding.

✣ ✣ ✣

Dentists Advertise

Toronto newspapers of May 9th. carried a modest advertisement inserted by the dentists of that city requesting that, as the dentists of Canada were about to gather for a five-days' convention, clients would refrain from making appointments within the convention dates. No doubt this little bit of publicity will enable the dentists to enjoy a certain amount of freedom to attend the gatherings of their craft. Conversely, it should open their eyes to the value of co-operative advertising as a means of reducing their leisure when conventions do not happen to be sitting.

✣ ✣ ✣

Canadian Won Fourth Prize in Save-the-Surface Title Contest

Wm. Chennells, Wawota, Sask., won the fourth prize in the $1,000 prize contest conducted in connection with the Save The Surface Campaign. The contest closed on Feb. 1., with 42,000 titles and 25,000 stories received. The judges were Edward Book, Norman Rockwell and Ernest T. Trigg. The announcement of the winners appeared in the Saturday Evening Post on May 13.

✣ ✣ ✣

F. J. Wolfe has been elected a director of Imperial Oil Ltd., to succeed G. W. Mayer who resigned to go to the Standard Oil Co., New Jersey. Mr. Wolfe will have charge of sales and advertising.

✣ ✣ ✣

Lord & Thomas, advertising agents, Chicago, are using large space in Canadian dailies for the West Indies Fruit Importing Co., 236 No. Clark St., Chicago, featuring Cuban Pineapple.

✣ ✣ ✣

Small copy is being used in Toronto for Buster Brown Lemons, signed by Follina Bros., Messina, Italy. The advertising is being placed direct by W. B. Stringer, 62 Front St. East, Toronto.

✣ ✣ ✣

The Jack Frost Ice Machine Co., Ltd., Toronto has taken over the manufacture and sale of "Jack Frost" automatic electric refrigerating machines, formerly carried on by the Toronto Laundry Machine Co., Toronto. The new company is capitalized at $1,000,000 with head office and works at Dundas Street Bridges, Toronto. John C. O'Brien, formerly manager of the Toronto Laundry Machine Co., Ltd., is the president of the new company.

✣ ✣ ✣

The ninth annual convention of the National Sample Men's Association will be held in Lousiville, Kentucky, May 15, 16 and 17. It will be a gathering of sample managers, sales managers and advertising managers interested in selling more merchandise through improved methods of sampling.

Jamaica a Logical Canadian Market

JAMAICA is a comparatively easy market for new features to invade, and on the other hand it behoves established lines to keep themselves persistently in the public eye, says Trade Commissioner G. R. Stevens, writing on "Advertising in Jamaica" in the *Commercial Intelligence Journal.* Amongst the Canadian products that should be advertised are flour, fish, food products of all kinds, proprietary medicines, home furnishings, millinery, lingerie haberdashery, tobacco, beer, motor cars and accessories. A number of lines are in the hands of three or four large houses and need not be advertised. These include hardware, lumber, machinery, building materials, furniture and textiles.

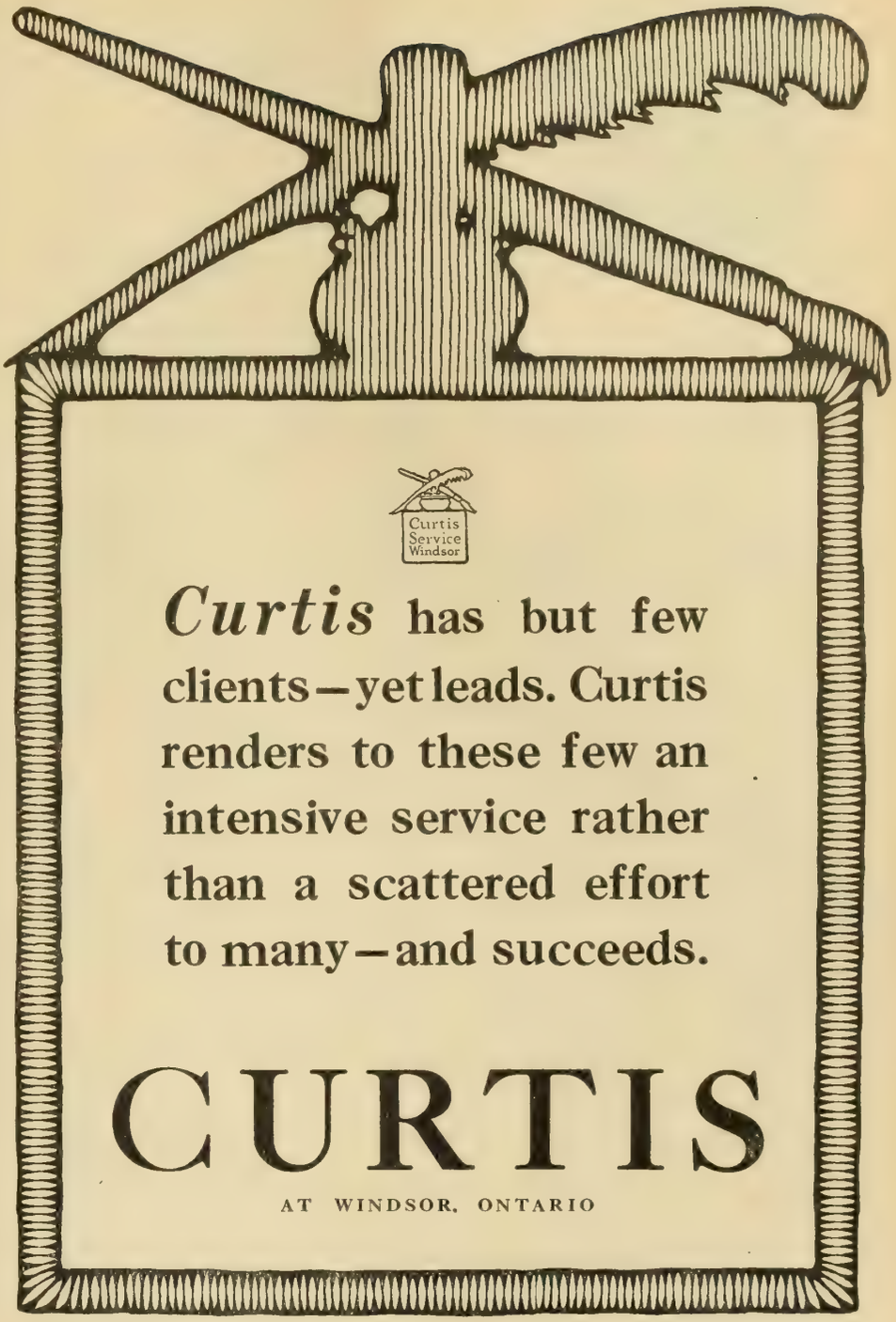
Mr. Stevens believes that much money is wasted in advertising for want of an advertising agency in the island. There is little retail advertising and the wholesalers advertise to the general public on behalf of their retail custom. They naturally push those lines whose manufacturers furnish most advertising material and cost. It is essential that the manufacturer or exporter share the initial expense of introducing his product.

Direct mail advertising, outside of catalogs, does not exist. Catalogs should contain an indication of the status of the exporter and a formal and prominent announcement of the name, address and connections of the house. An astonishing number of catalogs are without this information, states Mr. Stevens. Business terms should also be given, as well as weights and measurements for shipping purposes. Copious illustrations of the goods and advertising material are also advisable.

There are only two newspapers of note in Jamaica, a daily and a weekly, both published in Kingston. The daily carries an extraordinary bulk of advertising. Outdoors advertising is secured by individual arrangement, there being no concern handling this medium. Owing to climatic reasons, small metal signs are preferable to large paper posters. Tramcar advertising is carried mostly outside. Window displays are limited owing to the backward organization of retail business and because windows are shuttered after closing hour as a protection against sudden storm.

The most conspicuously successful advertisers in Jamaica are a firm of condensed milk manufacturers. Their yearly bill runs to thousands sterling and they distribute their advertising in the following percentages:

	Per Cent
Newspapers and magazines—largely "trade" advertising, to together with protective advertising against new lines....	35
Hoardings and tram cars— general advertising of extreme value because of its prevalence, also "protective" in intent....	35
Competitors and prize schemes..	7
Head office supplies, including posters, samples, circulars, together with a limited amount of window dressing and decalcomania supplies....	20
Miscellaneous..	3



Curtis has but few clients—yet leads. Curtis renders to these few an intensive service rather than a scattered effort to many—and succeeds.

CURTIS

AT WINDSOR, ONTARIO

WHO

is handling your multigraphing?

Probably you have never given it much thought. If you had you would place your business with a firm equipped to handle every detail—Multigraphing, Mimeographing, Direct-Mail Advertising, Mailing Lists, Public Stenography.

Page Steno-Service

Room. 605, Continental Life Bldg., 157 Bay Street, TORONTO

Phones—Main 830 (Evgs.)Park 4876W

Advertising Stimulates Sales

It overcomes stagnation and helps your salesmen to obtain business. Advertising finds the prospect, describes the product to him, thus paving the way for a personal visit. Newspaper or magazine advertising linked up with direct advertising, forms a combination that is certain to produce results. May I have an interview?

Frederick M. Hahn

General Advertising Service

79 Adelaide Street East, Toronto

Telephone MAIN 7559

Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In board cover, $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
Toronto

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

For the Dealer Who is Afraid to Reduce Prices

Supposing you have on your shelves an article costing you $2.00. You have this marked to sell at a reasonable figure allowing you the cost of doing business plus a net profit. There comes a decline of 40% from the jobber and you can now buy this article at $1.20. Is it policy to reduce your selling price, even below your invoice cost in order to move the merchandise? Supposing you sell for $1.75 and then turn around and replace it for $1.20. What have you then at the end of the transaction? The same article on your shelves and 55 cents in cash in your register that was not there before. How much did you lose by the transaction.?

There are hundreds of dealers who do not as yet seem to realize the fact that it is good business to sell some goods for less than they cost provided the same goods can be purchased for less than they sell the old ones for.

In the case mentioned above the dealer would have to get at least $2.85 for the article which cost him $2.00—yet for the same article if sold at replacement prices plus a reasonable profit he would only have to ask $1.75—isn't it reasonable to suppose that the turnover on any article when priced at $1.75 will be infinitely greater than on the same article when priced at $2.85 or $3.00.—*Zenith.*

Unconscious Development

The development that comes naturally, unconsciously, to salesmen is perhaps less apparent to the salesman than to others. After a certain period he simply begins to notice that what he formerly thought were obstacles to a full order-book never present themselves any more. He begins to find that his nervousness in approaching a prospect disappears entirely; that Mr. Grouch is not such a bad chap after all. Moreover, he finds it not such a hard task, in fact simple, to sell those who formerly were too much for him.

A Stunt He Fell For

"I fall for a good stunt just the same as anyone else," said a buyer.

"A few days ago my secretary handed me a card with this inscription upon it:

'Mr. Jesse F. James, L.F.O.'

"I hadn't much time and I didn't want to buy anything, but I was quite curious what that L.F.O. stood for, so I had the fellow shown in.

"He was clever and he managed to hold the interest he had secured at the outset by his unusual card. After he had my name on the dotted line and was packing his outfit, I said to him,

"'By the way would you mind telling me what those letters L.F.O. mean on your card?'

'Certainly, I will tell you. Those refer to my business. Looking For Orders, you know.'"

It's the Idea Back of the Product that Sells it

The real estate broker or salesman does not sell land merely because it *is* land, or because it commands a picturesque landscape or enchanting vista, or for any other reason except that it represents a profitable investment for the buyer. When he sells a subdivision lot he is selling the "own-your-own-home" idea. A life insurance man sells the idea of safe investment or of protection for family or dependents. During the late war it was the "patriotic idea" supporting the Victory Loans which enabled men and women everywhere in Canada to buy and to sell Victory Bonds by the million.

No Office Hours

H. B. Rosen, who sells a million dollars worth of life insurance a month says: "I have never had office hours. I have written policies at two and three o'clock in the morning. I have written at all times and places."

Consult Last Year's Orders

How often do you consult last year's orders? One salesman looks over the orders he took a year ago every Saturday. He makes a note of all the future business booked and endeavors to secure this same business with a proper increase again this year. He says to a dealer, "A year ago last week you bought 12 washers. Now don't you want 18 this year?" The dealer appreciates the attention paid to his business.

Stamina of Character

The men who progress, who win friends, who sell goods in this generation, have stamina of character, said a salesmanager recently. I count character as sixty per cent. of my salesmen's equipment. I see proof of an upbuilding of public conscience. Men are demanding more of men. The salesman with the bagful of smutty stories and the mind cluttered with smoking-compartment filth, gets the laugh but he doesn't get the business. Once it was, 'Charlie is a h—l of a good fellow!' Now it is, 'Mr. X is a fine type of man!' Do you sense the distinction?

Making the Most of Vans

One feels that the most is not made of the possibilities of the delivery van for purposes of selling. A good idea, holding out great possibilities, both to the manufacturer and retailer, would be to have the sides of the van fitted with shallow show cases, in which actual specimens of the products manufactured could be displayed for exhibition. The cost of this would be comparatively small, the encroachment on the capacity of the van negligible, and whenever the car stops, passers by are bound to be attracted.

Toronto Press Club to Hold Re-Union Dinner

Nearly 100 old members of the Toronto Press Club of 30 to 40 years ago are expected to attend the re-union dinner which will be held on May 23.

Among those expected are: Sir Thomas White, W. C. Nichol, Lieutenant-Govenor of British Columbia; Sir John Willison, Major Hugh MacLean, D. Rose, A. C. Land, Geo. Simpson, C. A. Campbell and Colonel J. A. Currie.

Old members of the club, and old time newspapermen are requested to forward their names to the secretary of the Press Club Old Boys' Association, 125 Simcoe street, so that the mailing list may be as complete as possible.

* * *

Sun Still Publishing Sunday in Vancouver

An erroneous press dispatch from Vancouver has been responsible for the report becoming current that the *Sunday Sun* of that city would in future print and distribute on Saturday night. R. J. Cromie, publisher of the *Sun*, informs MARKETING that attempts were made to stop Sunday publication by the Police Commissioners of Vancouver; but that the united protest of almost every public body in the city prevented the order being put into effect.

The Trades & Labor Council, 14,000 strong. together with the Rotary and Kiwanis Clubs and other bodies, convinced the City Council that the abolition of the Sunday *Sun*, which has been estalished 33 years, was inimical to the city's best interests, and the police order was rescinded. Mr. Cromie states that the agitation has done the paper no harm; on the contrary, its circulation has increased to over 42,000 copies at ten cents a copy, printed and distributed on Sunday morning.

* * *

Dominion Advertisers Limited, Montreal, has secured the advertising account of the Corson Shoe Company, Toronto. A campaign featuring men's and boys' shoes will start in August.

* * *

The R. T. Scott Co. Ltd., Windsor, handling the promotion of the Detroit-Windsor bridge, has been reorganized and will now operate under the name of the A. F. Healy Co. Ltd. R. Sykes Muller Co. Ltd. advertising agents, Montreal, have prepared a very large campaign which is expected to commence shortly.

* * *

Norris-Patterson Ltd., advertising agents are moving their Montreal office to larger quarters in the front of the Commercial Union Building.

* * *

W. B. Preston of the Brantford *Expositor* and Leman A. Guild of the Kingston *Whig* have recently been elected presidents of the Rotary Clubs of their respective cities.

* * *

Ronalds Press & Advertising Agency Ltd., William Street, Montreal, have opened a sales office on the sixth floor of the McGill Building.

* * *

The Ford Motor Co. of Canada is reported to be planning the greatest sales campaign in its history. Selling forces have been completely reorganized and a house to house canvass will be made.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

DISTANT CENTRES

The buyers of Western Canada are so far removed from manufacturing and wholesale centres that it is only through established business papers that they can be kept in constant touch with your line.

Western Lumberman

Commercial & Retail Merchants' Review

Western Canada Coal Review

Western Canada Contractor & Builder

HUGH C. MACLEAN WESTERN LIMITED

VANCOUVER WINNIPEG

Results, you say . . .

Well then, take no chances. Write to us and we will prove to you that the cheapest and most effective rural advertising medium of the Province of Quebec is

Le Bulletin des Agriculteurs

688 St. Paul Street W. MONTREAL

French Canada's Leading Farm Weekly

Take A Lesson From The Soil

When Mother Nature ties up the land with a mantle of snow, the farmer doesn't shout "Hard times," he goes about his work and with the first signs of spring gets out into the field to sow for another harvest.

Good times follow hard times in business just as surely as season follows season and those that sow their seed on fertile soil when the first break in the cloud appears reap the reward in good will and increased trade.

Business is on the mend and a Direct Mail Campaign, carefully prepared, and sent out *now* will produce a crop of orders and put you well on the way back to prosperity.

May we help you?

West Toronto Printing House

1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6204

Reaching Your Prospect

If you want to reach all or any portion of Western Canada's buyers the short-cut and the sure way is by using Wiggins Systems Mailing Lists.

We compile mailing lists of every description but specialize in the large territory stretching from the head of the Great Lakes to the Pacific Ocean.

If you sell, or want to sell, in Western Canada you can do it more efficiently through the medium of our Mailing Lists.

Wire or write for information

WIGGINS SYSTEMS LIMITED

A Complete Direct Mail Service

500 Coca Cola Bldg.
Winnipeg
Canada

"Clean Up and Paint Up" Campaign Causes Burst of Advertising

Aggressive advertising in the newspapers and store windows marked the "Clean Up and Paint Up" Campaign in most Canadian cities this year. The keynote of the copy was that the movement was not a selfish one to further the interests of the parties intimately concerned, but that it was designed to create greater prosperity and contentment for the individual and the city as a whole, through the improvement of that most powerful influence, the home. As a rule, the advertising was co-operative although hardware stores and paint dealers used the opportunity in their individual ads to help the movement and their own sales. Copy in Toronto papers featured the community spirit as a factor in creating "a better, healthier, more beautiful Toronto all the year round." Three cash prizes were offered to school children for the three best letters on "What I Did During May 8th and 14th" to make the city better and the home happier. As was the case elsewhere, the advertising carried the names and addresses of a large number of dealers.

In Winnipeg a feature of the campaign was a proclamation by the mayor drawn up in the usual impressive and dignified form of such documents, calling on all good citizens to "put things in order" and proclaiming Saturday, May 6th, as the opening day of the campaign. The proclamation was duly signed by the acting mayor, H. Gray. A large ad elsewhere in the dailies drew attention to the pronouncement of the city's chief magistrate, and while it listed the names of no dealers, it gave the names of prominent citizens actively identified with the campaign, together with a list of the numerous divisional committees responsible for its success. These divisions included Publicity, Municipal, Industrial, Commercial, Beautifying, Junior and Retail Merchants Association. A campaign office was opened and secretary, treasurer and manager appointed.

* * *

Calls Newspaper Everyman's Encyclopedia

"The newspaper is the average man's college and encyclopedia. Most of what he knows of world affairs is learned from the newspaper, therefore the newspaper is the greatest medium in advertising," declared A. L. Bogan in an address entitled "Propaganda Advertising and its Wonderful Possibilities" given recently to members of the Montreal Publicity Association. Referring to the enormous successes obtained by propaganda advertising the speaker mentioned many popular remarks which were the result of such advertising. "Have you had your iron?" was a phrase which sold tons upon tons of seedless raisins every year, simply because propaganda advertising has linked up this question with the idea that raisins contain strength-imparting iron.

* * *

The Advertising Service Co. Ltd., Montreal, has secured the account of Shaer Morton & Co. Ltd., investment brokers, 205 St. James Street, Montreal. Canadian and United States newspapers will be used in the forthcoming campaign.

* * *

Le Bulletin des Agriculteurs, Montreal, is now being published at 688 St. Paul Street West.

Advertising Agents Held Annual Meeting

The Canadian Association of Advertising Agents held their annual meeting in Montreal, May 3rd, and elected the following slate of officers:

President, W. B. Somerset; Immediate Past President, E. Desbarats; First Vice-President, L. J. Cunniff; Second Vice-President, J J. Gibbons; Sec.-Treasurer, Russell T. Kelley; Executive Committee, E. Sterling Dean, A. J. Denne, H. R. Cockfield and James Fisher.

Twenty-six of the 31 larger agencies in Canada are now included in the membership. The delegates were invited to attend the annual meeting of the Canadian Daily Newspapers' Association, which was held simultaneously in Montreal, in a body. They were accompanied by James O' Shaughnessy, secretary of the American Association of Advertising Agencies, who assisted in the strong representations made to the publishers to stand firm on the existing agency system.

The Association will meet quarterly in future; the next meeting to be held in Hamilton in August, at Toronto in November, and at Montreal again in February.

* * *

U.S. Newspaper Publishers Endorse Agency System

As a direct answer to national advertisers in the United States who have opposed the existing agency system, the American Newspaper Publishers' Association at their convention in New York passed the following resolution:

"Whereas the constructive advertising agencies maintain highly developed organizations working for the improvement and increase of advertising in connection with the development of the business interests of the country, and

"Whereas, they are an economic force of great value working under a system of remuneration that has stood the test of time, therefore be it

"Resolved, that the existing commission system, having been proved sound and productive, and of great benefit to the advertiser and publisher, the American Newspaper Publishers' Association hereby approves and endorses it, and is opposed to any modification or alteration."

A further resolution was passed condemning the practice of splitting commissions as "immoral and destructive of the best interests of the advertiser and the publisher and the agent and should not be permitted to continue."

* * *

Copy for the St. Andrews Golf Shoe manufactured by the Tetrault Shoe Manufacturing Co. Ltd., Bennett, Ave., Montreal will shortly be sent out for insertion in June. Dominion Advertisers Limited have the account.

* * *

The Canadian Advertising Agency Ltd., has secured the account of the Hochelaga Cement Co. Ltd., Montreal, a new concern. The campaign, which has already started, aims at selling a bond issue, and is confined to the province of Quebec.

* * *

Crane Ltd., Montreal, will shortly be using farm papers to advertise a comprehensive booklet on water and heating systems for farms. The Canadian Advertising Agency Ltd., Montreal, handles this firm's advertising.

Cromie Outlined Possibilities of Trade With Orient

In a recent interview given while visiting Eastern Canada, R. J. Cromie, publisher of the Vancouver *Sun*, gave an impressive hint of the trade possibilies lying across the Pacific.

Compared with other provinces, business in British Columbia is good says Mr. Cromie. One reason for this is explained by the large lumber and zinc export business developed with Japan in the last eighteen months. In fact the Orient is just beginning to trade with Canada.

Eastern Canadians seem to find difficulty in appreciating the trade potentialities of the Orient because they cannot get fixed in their minds the fact that actually two-thirds of the world's population is only eight to fifteen days away from Vancouver, just across the Pacific. Standards in the Orient are rapidly approaching the modern. That is evidence by Japan's recent purchases in B.C.

Mr. Cromie who was born in the Eastern Townships, Quebec, is possibly the youngest Canadian today owning and managing one of the leading metropolitan dailies.

✣ ✣ ✣

B. L. Smith, formerly advertising manager of Hugh C. MacLean Limited has joined the advertising staff of the Industrial & Educational Publishing Co. Limited and will be associated with H. W. Thompson at the Toronto Office of this Company, 208 King Street West.

✣ ✣ ✣

The Montreal Export Club at its general meeting, May 5, was addressed by Frank P. Jones, president of the Canada Cement Co., who recently returned from a tour of South American trade centres, on trade possibilities there, and the outlook for export trade generally. During his tour Mr. Jones was accompanied by E. L. Pease, vice-president and managing director of the Royal Bank. They carefully surveyed conditions with a view to import trade as well.

✣ ✣ ✣

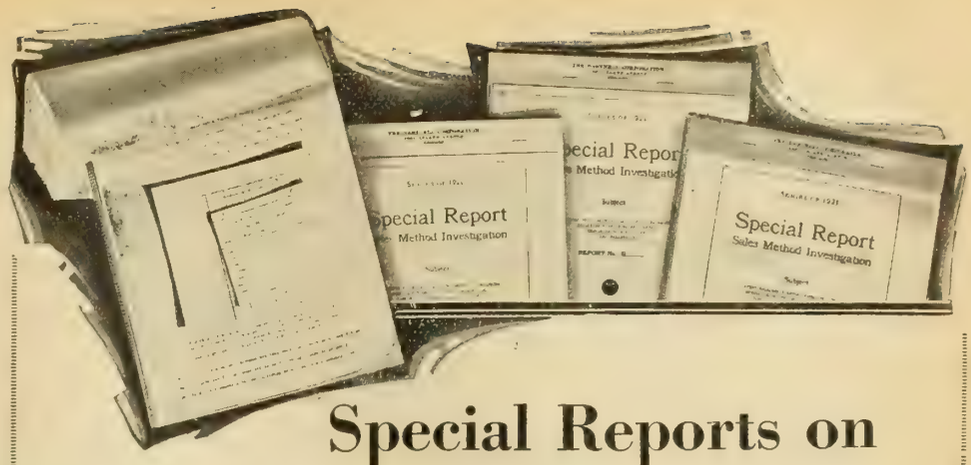
H. R. Mackenzie, formerly Canadian manager for Cudahy & Co., and more lately associated with the Dominion Chocolate Co., has joined the selling staff of Harold F. Ritchie & Co.

✣ ✣ ✣

Sherbrooke, Que. which calls itself an industrial city, is planning an advertising scheme to hasten the future of great development and expansion to which it looks. This district leads the world in two lines, asbestos and maple sugar. An advertising committee has been formed, consisting of Aldermen J. S. Tetreault, J. K. Edwards and R. Langis, with H. E. Pawson as secretary.

✣ ✣ ✣

A striking address on poster advertising was given to the Montreal Publicity Association recently by Samuel N. Holliday, of the Poster Advertising Co., Inc., New York. He centralized on 24 sheet posters used where traffic is heaviest and consequently circulation largest. A full national program in the United States now, he said, when poster work has been properly organized, would cost about $235,000. For that 8,000 towns would be posted, putting the product before 60,000,000 people, with about 32,000 posters.



Special Reports on Sales Methods, Plans, Ideas

IF you are concerned with the problem of adjusting your salesmen's compensation, or of controlling their expenses, or of stimulating their efforts, one of the following reports should prove of value to you. They sum up the experience of scores of other successful sales managers, describing specific plans complete with all facts and figures.

Any report, or all, will be sent to any reputable business concern on approval, subject to return if not satisfactory.

REPORT No. V-17

"Practical Bonus Plans For Compensating Salesman"

Interest in this report was so great that we have had to have three editions multigraphed. Three separate bonus plans are described, one based on profit-sharing principles as worked out by large wholesale house; another based on the Task and Bonus plan as used by the Beechnut Packing Company, and a third plan which is designed to develop a salesman along lines desired by the company. Includes chart giving a practical point plan for average size business. Every sales executive should have a copy on file. 3,800 words—Price, $1.60

REPORT No. V-30

"How 21 Concerns Reduce Salesmen's Expenses"

A wealth of valuable suggestions for the sales manager interested in keeping down the cost of operating salesmen. Subjects covered are: Use of daily and weekely earnings statements issued to salesmen, examples of suggestive economy bulietins, with report of investigation as to how various concerns are trimming down expenses to keep pace with the rising cost of traveling men. Includes chart digest form showing expense allowance in different lines. 3,800 words—Price $1.10

REPORT No. V-90

"One Hundred Sales Contest Ideas"

A digest of plans used by over 800 subscriberes to the Dartnell Service in staging sales contests. Gives you at a trifling expense experience which hundreds of sales managers have paid much money to learn. Tells when sales contests pay, and when they do not, what prizes bring best results, how to put the contest up to the salesmen, in addition to the actual suggestions for contests outlined. Profusely illustrated. New style loose-leaf binding. 8,000 words—Price, $3.50

REPORT No. V-68

"Sales Conference Suggestions And Convention Stunts"

Some of the plans which have built up the largest real estate business in the world; dramatizing ideas so that they will impress salesmen; how Morris & Company spend $50,000 a year for sales conferences; Todd Protectograph Co. selling bee and list of fifteen other stunts that will liven up your sales gatherings This report also includes a list of over fifty suggested subjects suitable for assigning to salesmen for conference discussions. 6,800 words—Price, $2.10

REPORT No. V-69

"Salesman's Auto-Allowances And Up-Keep Practice"

This report has just been revised and enlarged and brought up to date. It is a report of an investigation among 70 large corporations. Gives actual cost of operating salesmen by auto, saving as compared to traveling men by train, best plans for equipping salesmen with cars, specimen agreement for use when company buys the car and sells it to the salesmen; comparative operating cost of Fords, Dodges and other light cars; etc., etc. The United States Rubber Co. bought fifty copies of this report for distribution in its organization. No concern using autos for salesmen can afford to be without it. 8,000 words—Price $2.10

List of additional reports and sales-work data sent upon request.

"Marketing"
Toronto, Canada

How's Things In Quebec?

In Quebec They Read the Ads— Then Buy

NICELY thanks: Business coming back finely, steamship sailings increased 60%, hotels enlarging accommodation to house bigger tourist traffic, building going on apace—yes, there's every factor in Quebec to make ads pull these days.

Get Results via The **TELEGRAPH** QUEBEC P.Q.

The London Free Press

WESTERN ONTARIO'S FOREMOST NEWSPAPER

"Omnes Superamus"

WE LEAD THEM ALL

FIRST IN

City Circulation
Suburban Circulation
Local advertising
National Advertising
"Want" Advertising
Editorial Influence
Local and Telegraphic News
Sports and News Features

Branch Offices—

MONTREAL - -	E. L. McArthur - - -	232 St. James St.
TORONTO - -	E. J. Guy -	Room 302 Royal Bank Building
CHICAGO - -	C. W. Wallis -	1243 First Nat. Bank Building
NEW YORK - -	D. J. Randall - - - -	341 Fifth Avenue
GREAT BRITAIN -	Robt. Houston	1 Arundel St., W.C. 2, London

Ask any recognised Advertising Agency

Ask Our Customers About Our Service

Pick at random any half-dozen national advertisers in Canada. Probably four or five out of the six are getting their plates made in one of our plants. Ask them what they think of our service.

THREE COMPLETELY EQUIPPED **PLANTS**

Montreal	TORONTO	London
54 Juror St.	185 Richmond St. W. Head Office	209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

"Nobody Pays For Advertising"

Head of the great firm of confectioners of that name, Sir Harold Mackintosh was the guest of honour at a gathering of publicity experts at Manchester, England recently. He made some interesting observations regarding the part advertising had played in building up the business of John Mackintosh and Sons, Ltd., of Halifax. During the past 30 years his firm spent something like $2,500,000 on newspaper advertising, and their total selling costs today were less than they were 25 years ago probably less than any of their competitors who never spent a penny on advertisement. It might appear a strange thing to say, but nobody really paid for the advertising. By increasing production, overhead charges were lessened, general selling costs reduced, and the actual cost of advertising got thrown in. Advertising was the most interesting part of business. Just as romance was to literature, so was advertising to business. Everyone had a love of adventure. In advertising the business man would find an outlet for that spirit. On the point of whether people read advertisements and not merely scanned them, Sir Harold remarked that he had had convincing proof that they not only read but studied them. In one of their page cartoon advertisements a detail was missing. About forty people took the trouble to write to the firm acquainting them of the fact.

* * *

The Moving Show Window

A moving picture machine in a show window is one of the most interesting innovations in advertising recently made possible by science. The wonderful little machine which operates such a window display by daylight was on exhibit at the Convention of the National Retail Dry Goods Association held recently in New York, says the Pennsylvania Register.

The machine is small enough to be comfortably installed in any average show window and works automatically, the reel having once been completed proceeding to unwind and repeat itself while one group of gazers disperses and another gathers. The film is 500 feet long and runs for seven minutes. A time clock starts the film at any desired hour and stops the motor at any set later time, so that the entire arrangement is automatic.

The idea back of marketing the machine is that the machine itself shall not be sold, but that space in it will be sold just as in a paper or magazine, so that an advertiser may rent an entire film or part of a film.

* * *

The Harry Horne Co., Toronto, has opened a Montreal office at 715 Drummond Bldg., under the name of Cole, Knight and Horne.

* * *

The F. A. Williamson Mfg. Co., Ltd., Ottawa, will shortly commence a coupon campaign, giving away an apron as a premium with 2 packets of their Quick Wash tablets and 1 packet of King Cleanser. This firm will also place on the market an entirely new product known as "Daintilon" a dressing for dainty fabrics which washes, cleans and restores the original firmness with one operation. The campign for this product will commence about June 1, and will be confined at first to the large cities. The Canadiaan Advertising Agency Ltd., Montreal, has the account.

Ontario Daily Newspapers Want Zone Postal System

The Western Ontario Daily Publishers' Association held its regular bi-monthly meeting at St. Thomas on April 25th. The members were the guests of L. H. Dingman, president of the *Times-Journal* of that city, at luncheon, prior to the meeting, and were welcomed by Mayor Raven.

A strong resolution condemning the present flat rate postal system was passed by the membership, and a zone system was outlined as follows:

"First, zone, 40 miles from the city of publication, rate of postage, 1½ cents per pound.

"Second zone, 100 miles, rate 2 cents per pound.

"Third zone, 200 miles, rate 2½ per pound.

"And that a charge, based on the actual cost of the car mileage be charged for conveyance of all newspapers beyond the 200-mile zone, no newspaper to be admitted to the privilege of the postoffice which sells its paper at a subscription rate less than the cost of the white paper."

R. M. Glover, of the Peterborough *Examiner*, opened an instructive discussion on "Production Costs"; H. B. Burgoyne of the St. Catharines *Standard* introduced the question of "Postal Rates", and T. H. Kay of the Kitchener *Record* started a round table talk on "Agency Relations and Commissions".

The next meeting of the Association will be held in June at Chatham.

* * *

Dominion Advertisers Limited, Montreal, are sending out copy instructions to Que. and Maritime newspapers for the advertising of the Glidden Co. Ltd., Montreal.

* * *

The Canadian Street Car Advertising Co. Ltd., has moved from the Bank of Ottawa Building, Montreal, to new and handsome premises at 241 Beaver Hill, recently acquired and renovated for the purpose.

* * *

The Advertising Service Co. Ltd., Montreal, is sending out contracts for Canada Steamship Lines Ltd. The forthcoming campaign will be fully as large as last year. Dailies in Canada and the United States will be used for this and also for a further campaign for Canada Steamship Line Hotels.

WE BELIEVE

Many a pleasing advertisement has lost its effectiveness through the fact that the printing plate sent out has not reproduced anything like the proof off the original.

This possibility is greatly minimized when your plates are sent from

The CENTRAL PRESS AGENCY, Ltd.

110 YORK STREET, TORONTO

F. DIVER, PRESIDENT

ELECTROTYPING, LEAD MOULDING AND STEREOTYPING

PRINTING

YOU have many standard forms your supply of which is renewed from time to time by sending a sample to your printer and asking him to print a set quantity, same type, and same stock.

For such work only the modern jobbing presses can give efficient production.

We are equipped to handle this type of work to best advantage—good, clear printing at low cost.

TRY US WITH YOUR NEXT ORDER

The Commercial Press, Limited

51 Wellington Street W.

TORONTO

Protect Those Books and Papers!

There is a Dennisteel Cabinet that will bring safety and efficiency to your office.
Let us send you illustrated folders showing the different styles of

DENNISTEEL
Made in Canada

CABINETS—LOCKERS—SAFES—SHELVING

Write for folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED
LONDON CANADA

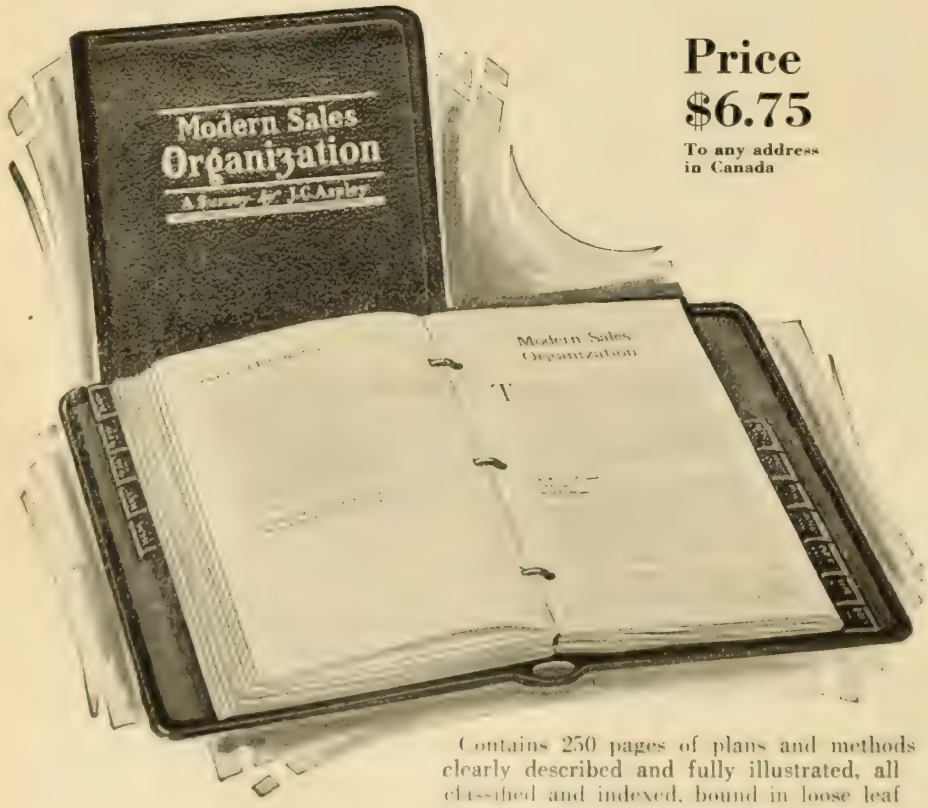
HALIFAX ST. JOHN N.B. MONTREAL OTTAWA TORONTO HAMILTON

WINDSOR WINNIPEG CALGARY EDMONTON VANCOUVER

How Can We Strengthen Our Sales Organization?

THIS is the problem that faces every competent sales manager constantly—never so urgently as now. Yet comparatively few executives seem well informed on the strategics of sales organization—particularly regarding the many advanced plans of organization which have developed during the past couple of years. Many sales departments have no particular scheme of organization. They "just grew!" Better organization might greatly reduce selling cost.

To this end a survey has been made of all that is up-to-date and best in sales organization. *All* the information gathered may not be useful to you—but some of it is sure to prove of immense value. To gather the data required a year's time, several hundred interviews, returns from over 2,000 questionnaires and the co-operation of 800 sales executives. Thus you can secure cheaply the results of selling experience which others have paid dearly to learn. A single plan or idea, taken from any one of the ten sections, if adapted to your business situation, may help you double your sales in the next twelve months.



Price $6.75

To any address in Canada

Contains 250 pages of plans and methods clearly described and fully illustrated, all classified and indexed, bound in loose leaf form.

No "bunk" in this book. Filled with facts from actual experience. Send for it and satisfy yourself that it is what you need. On approval to responsible firms.

Other books, reports, etc., for sales managers fully described in our 21-page catalogue, free on request.

In MODERN SALES ORGANIZATION you will find suggestions for making your present territories produce a greater yield of business; methods of handling salesmen to secure increased business; plans for organizing home office personnel to prevent over-lapping of duties—approximately 300 sales-building plans and ideas which others are finding successful. For example:

How Devoe & Raynolds have organized their sales department so as to insure a steady stream of new accounts, and stimulate full line sales.

Use of a Future Demands Department such as is maintained by the National Cash Register Company to keep ahead of possible market developments.

Experience of The Wm. Britigan Organization, Sherwin-Williams Co., Hood Tire Company and others in arriving at the proper number of accounts or prospects for a salesman to handle.

Experience of manufacturers and jobbers with exclusive agencies; under what circumstances these concerns have found it profitable to establish exclusive agents; dual agencies and general agencies. Synopsis of various agreements in force.

Tabulation by lines of business showing number of customers a salesman calls upon; average number of salesmen handled by branch manager, etc.

Specimen manuals showing how big concerns divide up sales duties and distribute them among executive personnel.

Analysis of policy used by 150 concerns (names given) in regard to supervision sales manager has over advertising.

Compensation and duties of division managers, branch managers, zone managers, etc.

Book of instructions to zone managers used by big tire company. Suggestions for broadening the scope of the sales promotion departments. Handling routine correspondence more effectively. Where to get leads for salesmen.

How various concerns handle inquiries so as to make sure that salesmen get the most out of them. How to organize a statistical and sales research department with small expense.

"Marketing" 27 E. Wellington Street, Toronto

A New Triple Alliance

THE Audit Bureau of Circulations might be called a "triple alliance," bringing together the advertiser, publisher and advertising agent, the better to solve space problems of mutual interest to these three classes.

In effect, the Bureau is a representative of the publisher before the advertiser or advertising agent. It presents his case by placing in the hands of the space buyer information that is essential to tell the story for the publisher.

From the advertiser or agent's viewpoint, the A. B. C. is an authoritative source of information which conducts investigations and furnishes data in the form of regular circulation reports to these buyers.

By its mutual organization the A. B. C. serves all three parties in a way that not only saves unnecessary expense of private investigation, but also puts the stamp of reliable authority on the data.

Almost every first-rank publication in the United States and Canada conforms to A. B. C. requirements, and thus literally "opens the books" for the advertisers' scrutiny. This fact explains the great reliance that advertisers now place in the efficacy of A. B. C. publications for their campaigns.

The standards already established by the Bureau for publications in the various classes are clearly explained in "Scientific Space Selection," a book published by the A. B. C. last year. Have you read it?

Audit Bureau of Circulations

202 South State Street
Chicago

152 West 42nd Street
New York

A Co-operative Organization for the Standardization and Verification of Circulation Statements

Going Up!

*†HERALD & MAIL (1875)
M & E-I- 16 to 20 p., 8 col. 21 x 12½. 3-75-$5 and $7
Audited report 12 m. end. Sept. '20—Morn.—2,282–7,400–10,228; Eve. 11,526–4,382–16,625. Combined total, 26,853
Audited report 12 m. end. Sept. '21.—Morn.—3,404–9,485–13,637. Eve. 11,812–4,053–16,800. Combined total, 30,437

This extract from page 49 of that impartial medium, "Lydiatt's 1922 Advertising Data Book," clearly shows that The Halifax Herald and The Evening Mail are *going up* in circulation as fast as their competitors are *going down.*

Going Down!

*†CHRONICLE & ECHO (1864)
M & E-L- 14 to 24p., 8 col. 21 x 12½. 3-50-$3
Audited report 12 m. end. Sept. '20—Morn. 3,014–8,918–15,012; Eve. 3,226–6,866–12,485. Combined total 27,497
Audited report 12m. end. Sept.'21—Morn. 2,900–7,011–12,407. Eve. 2,824–5,940–10,702. Combined total, 23,109

"Lydiatt's" shows that the total audited figures for The Herald and Mail combination have gone *up* from 26,853 in 1920 to 30,437 in 1921—while The Chronicle and Echo have gone *down* from 27,497 to 23,109 during the same period.

You can reach the massed market of Nova Scotia with a single appropriation by using the advertising columns of

The Halifax Herald---The Evening Mail
The Sunday Leader

For Canada - - - J. B. RATHBONE - - 95 King E. Toronto, Transport. Bldg. Montreal

For United States - KNILL BURKE Inc. - Brokaw Bldg. New York, Gas Bldg. Chicago

Volume XVI.
Number 11

TORONTO JUNE 1st, 1922

10 Cents a Copy
$1.50 a Year

Marketing
and Business Management

Edited by
W.A.Lydiatt

Directing attention to Directions

One would naturally assume that when directions for using a product are printed in a clear-faced type and each point in the directions illustrated by a sketch, the user of that product could not possibly go wrong.

Yet, an investigation among users of O-Cedar Polish disclosed the fact that not half of them were using O-Cedar Polish with water, according to directions on each bottle or tin.

The problem, then, was how to impress these directions on the user's mind.

The solution was a series of Advertisements, one of which is reproduced herewith.

An invitation to direct our attention to *your* merchandising and advertising problems will incur no obligation on your part. Our merchandising and advertising experience has been the means of increasing sales and profits for some 35 leading Canadian Advertisers.

The Advertising Service Company LIMITED

220 Yonge Street, TORONTO — 70 McGill College Avenue, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

The Brantford Roofing Company are using posters for the first time in their history. Asphalt slates are an outdoor product and can most appropriately and effectively be popularized by means of outdoor advertising. The first poster used by this firm, reproduced here, has created a great deal of comment on account of its unusual and attractive treatment.

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— By Provinces
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Advertisers and Agency men who have not received a copy of MACLEAN'S 1922 Circulation Data Book, or who desire extra copies for use in their work, will be gladly supplied upon request.

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

The Druggist Decides

The Druggist is a leader in his community, a well-educated man of superior class with the professional standing of a university graduate in Pharmacy. His opinion is sought many times each day concerning the quality of the multitudinous lines that are sold through the modern drug store. His opinion is accepted as authoritative.

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"At least half those who come to me to buy can be sold any one of three or four standard brands I care to push."

* * * *

"If we only sold the lines we were asked for we would soon go out of business."

* * * *

"The public read consumer advertising and form an opinion, but they come to the Druggist to have their opinion confirmed."

* * * *

"The printed word is strong—but the personal word is stronger, and we (the druggists) have the last **say** with the customer."

The only weekly trade paper in its field and the only trade paper that furnishes the advertiser with a guarantee of worth-while circulation in an audit by the Audit Bureau of Circulations.

What is the Druggist saying about your product? Tell him what he should say in

Druggists' Weekly

Canada's National Druggists' Weekly

143-153 University Ave., Toronto, Canada

CANADA Montreal, A. B. Caswell, Southam Bldg., 128 Bleury St., Phone Plateau 946; Toronto, 143-153 University Ave. Telephone Adel 5740; Winnipeg, E. H. Hawkins, 901 Confederation Life Bldg., Telephone A. 3773; Vancouver, R. A. Hunter, 314 Carter-Cotton Building, 198 Hastings St. W. West.

GREAT BRITAIN London, The MacLean Company of Great Britain, Limited, 88 Fleet Street, E.C., E. J. Dodd, Director Telephone, Central 12960. Cable Address: Atabek, London, England

UNITED STATES New York, L. H. Meyer; Room 1606, St. James Building, 1133 Broadway (Corner 26th St.), Telephone Watkins 5869; Boston, C. L. Morton, Room 734, Old South Building, Telephone Main 1021. Chicago, W. S. McLennan, 405-6 Transportation Bldg., 608 Dearborn St., Telephone Wabash 9430.

THE field of a journal like MARKETING is unusually *extensive*. There is scarcely a phase of human endeavor that does not in some way make use of publicity. Thus, while most trade journals cover some specific line of industrial activity, MARKETING treats of an essential ingredient in the selling programme of almost *every* line.

This would be a distinct handicap were it not true that selling and advertising problems are more or less related in all lines of business. The manufacturer of hair-nets, if he be alert and adaptable, may learn a great deal from the experience of a manufacturer of chewing-gum; the maker of kitchen-cabinets may profit by the knowledge of a phonograph maker's selling methods; and so on, through all the ramifications of modern business.

It has been brought to our attention, for instance, that an article published in MARKETING last summer influenced the selling policy of two manufacturers as wide apart as the furniture and candy trades. Such examples, which are numerous, arise from the fact that while MARKETING's field is *extensive*, our aim has been to edit it *intensively*, to dig for essential facts and present methods permitting wide application.

We have now reached a point where more *intensive* work along this line can be undertaken. During the next year we purpose to delve into the plans, methods, experience and successes of various industrial groups, with the hope of bringing up ideas that will be of service to manufacturers in other lines of business. Each group will be handled separately. Travel Advertising, for example, will be featured in the June 15th issue, which inaugurates this constructive, intensive programme. The advertising of railroads, steamship lines, tours, resorts, hotels, etc., will be analysed with a view to discovering elements of success which may be adapted and applied to quite unrelated spheres of activity.

Financial Advertising will be featured in the same way in the July 15th issue, and among other groups to receive attention in forthcoming numbers of MARKETING, may be mentioned: Women's Wear Advertising; Agricultural Advertising; Housefurnishings; Electrical Specialties; Toilet Preparations; Food Products; Motors and Accessories; Building Materials; Men's Wear; Beverages, etc.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Money Talks!!
Let Our Figures Talk To Your Money

See Analysis of Circulations on page 470 of this issue

The London Free Press

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Marketing and Business Management

TEN CENTS A COPY ONE-FIFTY A YEAR

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ADVERTISING AN ART, NOT A SCIENCE SAYS LORD LEVERHULME

Most responsive market that in which we do the best advertising, world's largest advertiser tells Marketing. Labour-slacker labour's greatest enemy. Summarizes his views on labour co-partnership a subject which proved uppermost in his mind.

An interview with The Right Hon. LORD LEVERHULME

By Val Fisher

A VISIT to Canada by the founder and head of one of the few concerns which may be said to have carried its business into practically every country of the globe, provided the occasion for an interview, granted MARKETING out of several busy days of conference with the executives of his Canadian organization.

Whether judged by the amount spent, area covered by the operations, number of internationally known branded products or by any other test, Lord Leverhulme is unquestionably the world's largest advertiser. Further, by reason of the length of his business life he has had a longer experience than any other international advertiser.

From the day that he, as W. H. Lever, founded the firm of Lever Bros., his lordship has always been far in advance of the times in his methods of handling his employees. Today as the head of 158 different companies he is one of the world's largest employers of labor, and his comments on the relations between employer and employees are therefore pertinent.

There are many phases of advertising and salesmanship on which Lord Leverhulme holds interesting views which must wait another occasion. Probably the most significant of his remarks was in answer to the interviewer's question: "Can you say, from your own experience, which of the scores of countries in which you advertise is the most responsive to advertising?" Scarcely was the question formulated before the answer came:

"Yes, that country in which we do the best advertising."

"Not best in the sense of its beauty, form or theoretical value," his Lordship explained, "but judged by its power to bring results.

"Advertising is an art, *not* a science," he said. "If it was a science, trade would go to the advertiser who employed the cleverest professors of the science."

"No, advertising is an art. The advertiser who, through his advisors, bases his advertising on the *local requirements*, viz., the mentality of the people appealed to, their habits, interests etc., finds that the responsiveness of those people *equals in degree his accuracy in gauging it.*"

Overseas Trade a Vital Need

"The advertiser who refuses to adapt his methods, no matter how successful in other fields, to local conditions, usually loses his money."

That Lord Leverhulme is a firm believer in this is evident from the fact that the advertising of each of his companies in many countries is prepared and handled locally.

Asked as to whether British manufacturers were making greater efforts to extend their overseas trade than before the war, he said:

"Overseas trade is a vital need to the British nation. The necessity for it grows ever greater. The American manufacturer, for instance, has such a huge and steadily growing home market that he is frequently indifferent to foreign trade.

"I think that, on the whole, British manufacturers more readily adapt their methods to local requirements, and are more persistent than the majority of exporters of other nations. Indeed, they have to be.

"In doing business, whether at home or abroad, I have always paid particular attention to credits. Short credits mean long customers. The man who takes long credits is more apt to transfer his trade. Long credit generally does more harm than good to the average retailer.

Would the new British Empire Settlement Act, under which the British Government is to pay half the cost, within certain limits, of schemes to assist British settlers by Dominion Governments, have any material effect on the growth of trade between Canada and the old country?

"Yes," he thought it would. "Of the various areas covered by the Act Canada has many advantages. Canada is much nearer to Britain than Australia, seven days as against five weeks' sea voyage. All the advantage lies with Canada."

On the relations between captial and labor, Lord Leverhulme has many very interesting things to say. Known throughout the world as a model employer he nevertheless has little sympathy with schemes which are not entirely practical.

"Co-partnership is no soothing syrup to allay labor unrest. If it were it would be a curse to the country. We want labor unrest; we want

labor to be ambitious and to desire to rise. We want labor, at the same time, to consider well, as we all have to do, the path which will raise humanity to a higher height.

"We must consider co-partnership from every side and study the difficulties, and what shall be a just and equitable share of profits, not forgetting those industries where there are no profits made to divide—for example, domestic service, where there can never be profits to divide. So that co-partnership cannot be the subject of an Act of Parliament; but I think that is one of its greatest charms."

Wages System is Basic

"The basis of the connection in industry between employer and employee must always be the wages system. It is the oldest system; it suits all industries. But in my opinion, as a firm believer in co-partnership it does not go far enough. It requires a binder.

"We have to consider this question from the point of view of the age in which we live. It is no new idea that men can be employed and receive wages, nor that co-partnership could exist; there is nothing new in either; but we are living in an age that has been aptly described as the Iron Age. The Iron Age has resulted in machinery, and we have machines today for many purposes.

"Whilst we are paying a full-grown man to attend a machine, his employer knows quite well that a girl with three months' training can do the work, with the aid of that iron machine, that not even a skilled mechanic after a seven years' apprenticeship can do in a superior manner. We had this experience during the war in our munition factories: and when our munition factories are quoted as instances, as sometimes they are, of Government control and efficiency in industry, remember that girls, fresh from school, with three or four weeks' training only, were able, with those iron machines, to turn out parts of automatic guns and other things accurately to the thousandth part of an inch, at the rate of double and treble the quantity the skilled workman was turning them out after seven years' apprenticeship. In the war, we all worked together, we were all co-partners.

"I am not saying for a moment that this iron machine does away with the man. Just as the most important thing is that behind the gun is the man, so the most important element in productive enterprise is that behind the iron machine is the man—the human element; and the human element is human, with all the hopes and ambitions of humanity, and is capable of taking all the mistaken views that humanity takes. A century ago that was the case in my native town of Bolton, when the weavers, receiving a pittance of nine shillings a week, with bread at a higher price than it is today, heard of Samuel Crompton inventing the spinning mule, and that one such mule would do the work of I don't know how many men in the hand-spinning days. They knew that, and they got their bludgeons and started off to kill Samuel Crompton; and he had to bury, or rather hide, in the house in which he worked, the mule as he worked upon it to complete his invention.

"What has been the result of that mule? Lancashire produces today more cotton goods in one town than the whole county could produce a century ago, and the wages of the men are not nine shillings a week, but I cannot tell you how many pounds a week; and yet there is the same enmity today to anything that saves labor. That is a mistake, and I refer to it now, because if there is to be co-partnership, it must be on the broad-gauge system, for we are all interested: first of all, in our homes, and our wives and children, their welfare and well-being; secondly, in our country and its prosperity; and next, in the prosperity of the whole world.

Increased Output Essential

"That prosperity is only achieved by a large output, and I believe that co-partnership ought to enable us to take a broader viewpoint. At present, I think some of the difficulty about increased output, apart from the fear that it may throw men out of employment, at a time when employment is at an extraordinarily low ebb, is that the profits of increased output go all one way, and that the employees do not get any share of them at all. That, I hope, a system of co-partnership can remove. Unless we can, in co-partnership, work together for increased output, then I believe that, as far as co-partnership is concerned, it is doomed to abandonment and failure.

"If there is an impression abroad that because a man is a co-partner he is not true to his mates who wish man is true to his mates and to himself; he is true to his country; he is true to his wife and children. If his mates are true to themselves they too will see that the increased output with a share in the profits for the workers, as co-partners, is the solution of the whole of the present industrial difficulties as to output.

Will Ruin Industry

"Trades Unions are essential and necessary to the success of enterprise in this country. But if Trade Unionism wishes to control the industries of this country, and wishes to assume that control, then I say that it can only be done in the same way that the cabin boy can become Captain of the ship; by studying the duties that pertain to the Captain of the ship and working his way up. We welcome boys of that type; they are the salt of the country; and, whether it is in a ship or in an office that a boy of that type works his way up, he is an inspiration to all of us. But if a man without any particular knowledge, but merely because he thinks he would like to be on a Board of Directors and would like to be in a higher position, assumes that he can usefully become a Director without the knowledge requisite—I do not care how high his rank, I do not care how low his position—he will ruin the industry in which he is given a share in the management.

"With training, knowledge will come. We are all human beings, making the same journey, but we cannot afford in this country, merely from idealism, to wreck the great industries that have been built up over so many years.

"This must rather be the basis: we recognize only two ranks: The men who do their duty, and the men who do not. The men who do their duty are those who have one consideration, to make the utmost use of the faculties God their Maker has given them, and not to sacrifice their liberties to the dictation of mistaken men, who would limit the exercise of their faculties under the erroneous idea that if they don't limit their output they will be taking employment from some of their mates, and generally working contrary to the welfare of their whole body."

"Now I see in co-partnership, rightly viewed on broad lines, the solution of the various problems. I see it uniting us, as we ought to be united, and as we are. Why, if it

Continued on page 185

SALESMEN WHO DELIVER THE GOODS

Method of retail distribution of bread of interest to student of marketing problems. Methods of selecting. training salesmen and securing new customers.

By J. L. Love

BRINGING the store to the customer" was one of the earliest methods of conducting business. The man with the pack on his back was the forerunner of all retail distributors, and his methods are being repeated today with variations by the makers of certain staple products. Instead of the itinerant peddler and his pack, we have the modern delivery wagon and the carefully trained driver-salesman.

In Canada, the two staples, bread and milk, while obtainable in most grocery stores, are now largely delivered direct to the consumer by wagon. Over 70 per cent of the output of the three bakeries operated by the Canada Bread Co., in Toronto, is distributed in this manner, and the same method is followed in other cities where the company owns plants. In Toronto alone over 150 drivers are steadily employed. In addition there is a staff of 15 inspectors each with a territory of from ten to twelve routes under his charge.

This method of retail distribution of bread is of interest to the student of marketing problems if for no other reason than that it has made little headway in the United States, whilst in Canada it has come to be regarded as of the established order of things. There never was and there never will be any debate in the minds of those controlling the Canada Bread Company whether a chain of retail bread stores could successfully supplant the wagon as a distributor of their product. Their drivers are trained salesmen who have to conform to a high standard of salesmanship, and who have to make a careful study of the peculiarities and idiosyncracies of their customers. They must give a peculiarly personal service not always possible in the best-manned stores where customers frequently have to wait their turn. With this, as with practically all the bread companies in Canada, the principle of "taking the store to the customer" is firmly established.

It is interesting to note that the Canada Bread Co. never refers to its "drivers." The men are always "salesmen," and that the distinction is not an affectation of speech will be seen. The majority of wagons used are horse-drawn, and while it is essential that the men should know something about horses, their first qualification is to know how to sell bread. Hence they are "salesmen" just as much as the men behind the counter, only more so, because each person entering a store is presumably sold on something, but the wagon salesman has to call on his customer and protects and sell them without any such presumption in his favor.

Amongst the Canada Bread salesmen are a number of men detailed for canvassing. It is their duty to break into new territory or to find new customers in routes already covered. No man is sent out canvassing in this way until he has actually served customers. If he has had no previous experience, he is paired with a regular salesman for a week in order to learn the varieties of preference displayed by customers in buying their bread and how to meet their individual tastes. Some women are as fussy about buying a loaf as they are about choosing a new spring hat. Each canvasser on being assigned to a territory is supplied with a list of the company's present customers on that route. By avoiding those already being served, the canvasser saves both their time and his own, and is able to devote his entire energies to what is practically virgin soil. All new customers secured in this way are transferred to the regular salesman on the route, and when the territory has been thoroughly combed, the canvasser is assigned to another section of the city.

37,000 "Calls"
That is the number of calls CANADA BREAD Salesmen make in their daily rounds in the city, serving the people to the bread they like best —and 37,000 satisfied customers bear silent testimony daily to CANADA BREAD goodness and wholesomeness—and the secret of it is QUALITY
TRY
BUTTER-NUT BREAD
"Rich as Butter—Sweet as a Nut"
From your Grocer the CANADA BREAD Salesmen or phone Hillcrest 760 Junction 2340 Gerrard 8835.
Canada Bread Company LIMITED
Mark Bredin, President and General Manager

Canada Bread Advertising introduces the salesman.

A number of men are all the time in training. Time was when the Canada Bread Co. called its salesmen together for conference, but chalk talks, lectures and demonstrations have been abandoned in favor of placing the man out in a territory and allowing him to form his own theory from actual experience, plus the sound advice and example of the accompanying salesman and inspector. This plan is now followed exclusively. The length of the probationary period varies. A spare man, as those in training are called, may get a route almost at once, but the company prefers to have them around three or four weeks familiarizing themselves with the job before setting out alone. They must spend a week at least with a salesman before getting their own wagon, and this is followed by another week of close co-operation from the inspector. Part of the inspector's duty is to ground the new man thoroughly in the method of book-keeping. This last is important, as credit is given. Some men qualify very quickly and others develop slowly. A close study of the personality of each man is made and if he shows any promise at all he is given ample time in which to make good. Patience in this respect has been rewarded again and again, some of the company's best salesmen today having shown very poor results during their probationary periods.

"We pay our salesmen a small wage and commission, and we have

found that it pays to encourage green men along even beyond what seems a reasonable limit of time," said W. T. Bredin Jr., manager of the Toronto branches of the Canada Bread Company, in an interview with MARKETING.

"We have one salesman in our employ who earns $70 a week during the height of the summer season and who seldom fails to average over $50 at any time. Yet that man for a considerable time did not make more than $10 a week and was actually slated to be fired. He was given one day's grace and instantly showed an improvement.

"Most of our salesmen earn over $30, and we don't want anyone who cannot ultimately reach that figure after a reasonable amount of training and experience. We can get lots of bread distributors at less money, but what we want are bread salesmen.

"We carry three main lines—bread, cake and health biscuits. Seasonable goods, such as Christmas cakes, are put on from time to time to help out the salesmen's commissions. They must, however, make good at selling bread. We watch them closely and give each every encouragement to develop their powers of salesmanship to the full. There is only one thing we score promptly and heavily, and that is indifference. We believe that the least promising green salesman will eventually qualify for our standard if he is only enthusiastic and remains so. We have persevered with unpromising cases for as long as six months and even a year, simply because they showed willingness. One of our hardest cases is now an inspector whom I would not exchange with the best inspector in any other branch in the country. When he came to us first he knew nothing about selling bread and possibly less about driving a horse.

"We have no particular method of recruiting salesmen. We are never anxious to get men from other bread companies because they have not only to learn our methods but forget the other. Most of our salesmen are recruited from outside sources. The nature of our business does not make it possible for us to train our inside staff to sell. We prefer men with some selling experience, men who have canvassed successfully from door to door. Above all we like to get hold of grocery store clerks who have made good and who are accustomed to waiting on women. Such men can easily make more money with us. They are put on a smaller route almost at once and promoted as soon as they demonstrate their worth.

"Much of our success with wagon delivery is due to the close co-operation given the salesmen by our staff of fifteen inspectors. Each inspector has from ten to twelve routes comprising his territory, and his first duty is to boost sales in that territory. He must keep a close watch on collections and see that each salesman keeps himself and wagon tidy.

BRANCHES AT STRATEGIC POINTS

"Another factor in our success in Toronto is the policy of locating branch plants at strategic points across the top of the city so as to serve the rapidly growing areas of population. This is important in a system of distribution such as we adopt. It means that we can concentrate the wagons on the ground early and within easy reach of their routes. It enables the men to make shorter and therefore more numerous trips. With our three plants situated as they are, we avoid fatiguing either the salesman or his horse with long and tiresome journeys. Most of our vans are horse-drawn. This is the only really satisfactory form of traction when calling from door to door. We have what we call our 'gas routes' for which we use electric vans and motor cars, but these are for wholesale distribution in the city and for trips to outlying districts."

* * *

CONTROL OF SELLING COSTS

Salesmanager should thoroughly analyse the factors which go to make up administration and selling costs. Such a knowledge a great stimulant to efficient selling.

Written for MARKETING by JOHN C. KIRKWOOD

ALTOGETHER apart from the salesmanager's own genius and abilities as a salesman is the matter of the cost of selling, which cost must have some fractional relation to the gross profit made on the merchandise sold.

The salesmanager's vital figures are those standing between the warehouse cost of the goods which he is required to sell and the net price received for them by his employers. Thus, if the net price received is $2.00 per dozen, or $24 per gross, and the warehouse or fabrication cost is $1.00 per dozen, or $12 per gross, then the vital figures are those represented by the difference between $24 and $12, namely $12.

Out of this margin per gross must be recovered all operating and selling costs, including the net profit required or desired, namely the profit for division. These costs are comprehended under the following group headings:—

1. *Establishment charges*, including rent (if and when rent is paid), rates, taxes, insurance, light, power, fuel, telephone rental, caretaker service etc., minor renovations and repairs.

2. *Administration Costs*, including wages to principals, executives, clerical staff; and a wide variety of miscellaneous items related to the conduct of business.

3. *Delivery Costs*, including wages paid those employed for the despatch and delivery, equipment service—motor or horse; wrappage and package; and carriage charges paid.

4. *Selling Costs*, including wages and commissions paid to those engaged in the sale of goods—sales and advertising managers, and their assistants; the cost of publicity in all its forms, including stationery and postage used by the Sales Department; sampling, demonstrations, exhibitions; and all other items properly classified as Selling Costs.

5. *Losses and Depreciation*, including debts for amount of shrink-

Out of the Woods

An apt simile of general business conditions, by a prominent business man, was published in The Globe the other day. He explained that we were past the middle of the Woods of Depression, and well on our way out to the other side. And he is right.

There are many ways out of this allegorical forest: one leads to a rich and proven pasture—the Toronto-Ontario field. It can be well cultivated through honest merchandising and persistent advertising.

The Globe is the dominating advertising medium in the Toronto-Ontario market, because it is the favorite newspaper. Its news and advertising is read with confidence in over 100,000 of the leading homes.

Not because of its leadership in space—but because of its leadership in RESULTS, The Globe confidently invites advertisers to analyze its service in Canada's largest and wealthiest market.

The Retail Merchants Globe gives effective co-operation to Globe advertisers in placing their products on the front shelves in more than 6000 retail stores in Ontario.

The Globe.

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

age, (per annum) in the value of premises employed (if owned, furniture and furnishings; delivery equipment; losses due to theft, shrinkage, leakage, spoilage, vermin, weather, bad debts, accidents and misadventures; losses not recovered from policies of insurance; etc. etc.

6. *Interest* paid on bank overdrafts, and past due trade accounts, less cash discounts earned.

7. *Wages due Capital,* say 6% of the capital employed. (Capital is as much an employee of the business as are the human beings employed in and by it.)

8. *Net or Divisible profit* desired or aimed at—for division as follows:

a. A percentage (arbitrarily determined) due to Capital invested, in excess of the wages paid it as an employee—this as a super-reward for Capital risked in a trading and speculative enterprise; in other words a bonus to those providing the Capital.

b. A percentage (arbitrary) for application to a reserve fund, to protect Capital employed.

c. A percentage (arbitrary) for reinvestment in the business—as an addition to Capital. Capital employed must be increased systematically and substantially if the business using it is to grow.

d. A percentage (arbitrary) for application as a bonus for all wage earners. The percentage thus applied may be flat, or scaled according to the status of individual employers.

Under these several group headings, the costs (and net profit required is reckoned as a costing for the purposes of price-determination) of any and every distributing or mercantile business can be placed.

The same general set of headings can have application to the cost of fabrication. but fabrication costs will include the cost of materials and wages to labour, and of the carriage paid on incoming materials, and on outgoing fabricated merchandise despatched to the warehouse from which it will be distributed in the marketing operations.

Unless the management of a business provides for every cost factor (and it is rare thing to find a complete and perfect costing system among makers or distributors), costs are fallacious, and an under-effort is apt to be made in selling.

For example, if total costs, according to a fallacious summary, amount to$24,000, and true costs are $30,000; and if the margin between fabrication costs and the net price received is $7.50 per gross, then the following error might occur:—

> To recover true costs of $30,000 from a margin of $7.50 per gross the sales necessary are 4,000 gross.
>
> But
>
> If costs are fallaciously estimated the management and the sales manager might be satisfied with Sales of..... ...3,200 gross.

Under-selling, to the extent of 800 gross, might represent an actual trading loss for the year; whereas, if true costs were known, then the whole sales effort would be scaled to reach the required minium of 4,000 gross.

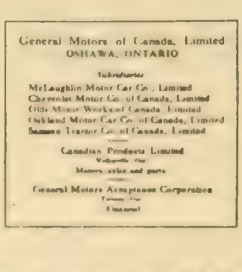
Costing as above defined and grouped can and must be estimated at the beginning of each fiscal, or trading, year—this if both the management and the salesmanager are to proceed on firm grounds. Estimates will be based on (1) the previous year's history, and (2) on the objective set. Everything will be made clearer if an illustrative example be employed. Let it be supposed, therefore, that the estimated costings, as per the group headings previously set forth, are as follows:

The costings as per the group headings as under, for the distribution of merchandise	For the year of effort are estimated to be as under :	These amounts, converted into percentages reckoned on sales, for the year, as per minimum objective set of $270,000, are as under :
1. Establishment Charges	$3,000	1.11%
2. Administration Costs.	7,500	2.78%
3. Delivery Costs	2,000	.74%
4. Selling Costs.		
a. Travellers.	5,400	2.00%
b. Publicity.	5,000	1.86%
c. Miscell.	3,600	1.33%
5. Losses and Depreciation.	1,000	.37%
6. Interest on Bank over—drafts, etc.	500	.18%
7. Wages due the capital employed in the distribution of merchandise. (6% on 25.000)	1,500	.55%
8. Net or Divisible desired say,	$6,500	2.41%
	$36,000	13.33%

Costings set down in this analysed way become very illuminating: they are an index to both the management and the sales manager. They establish a sort of control over costings —control as the total percentage cost of the year's trading and as to the costings under each group heading.

Thus, the sales manager can see that the expenditure, under the heading of Selling Costs are limited, strictly for both travellers and pubicity in all its forms, and for miscellaneous expenses. He can see how the cost of each division—travellers, publicity and miscellaneous —is governed by its relation to the

Canada's First Trainload of Automobiles for Export to Great Britain



SIXTY-THREE freight cars carrying three hundred and fifteen automobiles left Oshawa on April 18th for St. John, N.B. enroute to Great Britain.

Shipments of automobiles leave Oshawa daily for all parts of the world, but this is the first exclusive train load of automobiles to leave Canada for any port. The shipments represent the output for a day and a half at the General Motors plants at Oshawa and the value was about $320,000.

General Motors plants at Oshawa are working to capacity to fill the domestic, British and foreign demand for their products.

Practically all the parts utilized in the production of General Motors of Canada, Limited cars are produced in Canada. Motors, axles, etc., are made in the newly equipped plants of "Canadian Products" in Walkerville, Ontario. Assembling, body building, top building, upholstering, manufacturing of small parts, painting, etc., is done in the Oshawa Plants.

The March pay roll of General Motors of Canada, Limited, was $809,000.00 which is an outstanding contribution to Canada's returning prosperity.

— GENERAL MOTORS of Canada, Limited —

Too few advertisements feature the romance of modern business. An exception is seen in the General Motors of Canada advertisement announcing "Canada's first trainload of automobiles for export to Great Britain."

It's Springtime Now All Over The Store--Come
Hats Trimmed and Untrimmed
Saturday $5 and $2.95
Smart Taffeta Dresses, Misses' Styles
$25 to $29.50
Sale of Bath Towels Saturday
A SPECIAL EVENT FOR MEN AND YOUNG MEN TOMORROW
TWEED SUITS FOR SPRING. $30
SMALLMAN & INGRAM

Local stores in London obtain profitable results from advertising in the London Advertiser

The local advertiser knows the field best

SMALLMAN & INGRAM, the leading department store in the city of London, has arranged for the largest volume of advertising within one year ever made by a local store.

The London Advertiser was given this contract and is the only local paper carrying Smallman & Ingram full page copy.

The London Advertiser

MORNING and EVENING

London Ontario

J. BIRNIE SMITH
Advertising Manager

H. L. GARNER
Service Manager

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

Or any recognized Advertising Agency

total, for all. He can see how Selling Costs impinge on other cost factors— losses due to bad debts, (which may be due in part to slow collection) breakage, etc.—excessive carriage charges; extravagance in administration.

He can see the absolute necessity of making every sales effort and agent productive to the maximum—this if the percentage cost of selling is not to rise. The work of his travellers, his press advertising, his printed matter, his circular letters—will be devised to yield maximum results. Travellers will be required to make their ground or territory productive to the maximum possibility. They will be required to recruit new distributors, to make large sales to each distributor, to keep down their expenses to a specific percentage of sales, to economise time.

In short, every dollar of expense becomes ponderable: it must return itself in the form of increased sales.

When the sales manager becomes a thorough and inveterate analyst of costings, he becomes a veritable hound for orders.

The Pressure of Analyzed Costings

When the sales manager has a full and astute sense of the significance of costings and of the obligation resting on him to keep the total cost of the year's trading, as represented by a percentage, down to a certain maximum point, then he and those employing him, will have a true recognition of the functions and importance of the sales manager's job. The sales manager's unremitting obligation is to increase sales, without adding to the total cost of doing business. If he wants to add more travellers, or wishes to have a larger appropriation for publicity, then sales must go up correspondingly.

In the suppositious illustrative case, as above, the management may require the total percentage cost of doing business to be depressed from the estimated 13.33% to a limit of 12.5%. This reduction can be made by effecting economies or reductions under each costings heading, and it is but right that every effort should be made to "trim" or cut every item of expense, in order to bring total costs down to 12.5%.

But the management may not—probably will not—want any diminution of sales, or of sales effort, nor of the net or divisibe profit aimed at. Its mandate to the sales manager may be: "Make the total net profit earned equal to our requirement."'

This type of advertisement was used by the Dominion Rubber System to announce their "Fleet Foot Week," May 22nd to May 29th.

In such case the sales manager may very properly say: "If you want me to reduce the percentage cost of the year's trading from the estimated 13.33% to 12.5%, and at the same time obtain the net profit aimed at, then you must let me scrutinise every factor of cost, to discover where operating costs can be reduced. Also you must permit me to spend more in order to sell more.

"I shall certainly want to canvass both distributors and consumers with greater diligence. Particularly shall I try to have our travellers obtain more and larger orders. I shall assess against them and against our distributors the amount of the increased sales which certainly will be required; and I shall do my utmost to obtain from both the quotas I set for each and everyone of them. But, if I am to lower the total percentage cost of the year's trading, I must have the fullest co-operation of the management—of departments which are outside my jurisdiction."

Confronted with the problem of depressing the percentage cost of the conduct of business; and provided with an analysed record of the costings of the preceding year, the sales manager will be forced to the conclusion that the estimate of sales of $270,000 is quite too small a one. He will probably come to the conclusion that the sales objective must be set quite to $320,000, or nearly 20% above the estimate of $270,000.

If his travellers are three in number, then it will mean that the average increase required from them will approximate $16,000 for the year.

This will probably—almost certainly—mean that each traveller will have to recruit new distributors.

So does the experienced sales manager study his problem.

Let it be supposed that, at the end of the trading year the actual figures of sales and costs are as follows:

1.	Establishment Charges	$3,222	1.02%
2.	Adminstration Costs	7,645	2.42%
3.	Delivery Costs.	2,559	.81%
4.	Selling Costs.		
	a. Travellers	5.149	1.63%
	b. Publicity.	7.708	2.44%
	c. Miscell.	3.854	1.22%
5.	Losses and Depreciation	884	.28%
6.	Interest on Bank Overdrafts etc.	695	22%
7.	Wages due capital employed, 6½% on $25,000.	1.500	.47%
8.	Net or divisible profit earned	6.413	2.03%
		$39.629	12.54%

A comparison of these figures and percentages with those of the estimate make profitable study. It will be perceived that there are depressions in the percentage costings of a majority of the costings items—necessary in order to depress the estimate of 13.33% to 12.5%. At the same time, the actual disbursements in dollars and cents under the several group headings, are, in a majority of instances in excess of those of the estimate. All of which goes to show that when costings are increased they do not necessarily increase the percentage costs, but may actually depress the percentage addition required to attain objectives. In other words, the seller, by increasing his sales, may enable himself to sell at a lower percentage addition to fabrication costs and yet make the net profit desired by him.

Costing in Retailing

The foregoing illustrative example has relation to a business, in which travellers are employed to obtain orders. In the case of a retail business since travellers are not employed to obtain customers, a heavier reliance may be placed on press advertising. Also, shop assistants may be regarded as a sort of equivalent of travellers.

Further, in a retail business, the percentage cost of operating the business may be much higher than in the case of a manufacturing or whole-

Continued on page 484

A City of Homes!

OTTAWA'S enviable reputation as a City of Home-Owners will be still further enhanced by the tremendous fillip to building activity that is taking place this spring.

In almost every section of the city, new homes are going up, literally, by the dozen. Permits for homes easily lead those for all other kinds of buildings, and at least 350 new dwelling houses will be erected this season.

The general stability of conditions in the Capital is reflected by this exceptional building boom—the greatest since 1909.

National manufacturers are the first to recognise the value of the home influence of the newspapers they select --- in Ottawa "Home Influence" and "Journal Influence" are synonymous.

To get within the home circles in the Capital the 'Journal' is indispensable. It is the dominant home paper—a live, clean constructive journal with irresistible appeal to every member of the family.

The Ottawa Journal

(Members A.B.C.)

Average Circulation for three months ending April 1922 . 28,891

Morning - 5,639
Evening - 23,252

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

NEWSPAPER CAMPAIGN LAUNCHES NEW LINE OF UNDERWEAR

Negative argument features attractive series of advertisements for "Hatchway No Button Underwear" by a newcomer in the newspapers

ACCORDING to the textbooks the negative appeal is doomed to failure before it gets into type. But what is a firm to do when the chief feature of its products is so unfamiliar to the public that to explain it in the affirmative would require intricate copy and charts; whereas, in the negative, the talking point can be condensed and made immediately intelligible in a phrase of four words?

Confronted with this problem the Woods Underwear Co. Ltd., Toronto, manufacturers of Hatchway No Button Underwear, evidently chose what they considered the lesser of the two evils. Their slogan—"No more button bother!"—tells the consumer the whole illuminating story in one mouthful.

What would have happened to the copy if they had attempted to tell it in the affirmative is something one would rather not contemplate.

But having deliberately fixed upon the negative the Hatchway people go the limit. One glance at the proofs of the campaign is sufficient to show that the "nays" have it all through the attractive series of advertisements now running in Canadian newspapers.

The first piece of copy to appear sounds the *motif* of the entire campaign in the first paragraph—"Here is good news for men and boys—for mothers, sisters, wives—a brand new idea in underwear comfort—*no buttons.* No more buttons to lose in the wash. No torn buttonholes to mend—no buttons to sew on."

Another negative phrase which is echoed all through the series tells the prospect that—"with its patented construction Hatchway Underwear *can never bind nor pull.*"

Every advertisement contains the slogan—"No more button bother"—in handwriting, as a heading. Coupled with it is an illustration of two or three loose buttons and a safety pin. And the copy is designed to make one feel that the fellow who invented buttons was a downright enemy of the human race, con-

Wives!
"No more button bother"
UNDERWEAR *without buttons*—for men and boys, and little boys. No more torn button-holes—no more buttons torn out in the wash, because—*no buttons.*
Your men-folk can wear cooler, roomier, more comfortable Hatchway Underwear this summer. Costs no more than ordinary underwear—fits much better, lasts far longer. And no buttons.
The materials in Hatchway garments—cool, airy nainsook, soft-knitted balbriggan, or close-fitting elastic knit—give longer life, more durability and greater economy to summer underwear.
Men's Athletic - $1.75
Boys' Athletic 1.25
Men's Full Length 2.00
WOODS UNDERWEAR COMPANY Limited, Toronto
HATCHWAY
NO BUTTON UNDERWEAR

demning numberless generations to irritating inconvenience and countless hours of drudgery with the needle.

Full page magazine copy announced the new garment in the

No more button bother!
REMARKABLE new idea in Underwear—no buttons. Better tailored, better fitting, cannot bind nor pull. Made in all sizes for men and boys and little boys. Cool athletic nainsook, soft-knitted balbriggan, or close-fitting elastic knit. Real comfort at last. Sold by all dealers everywhere.
HATCHWAY
NO BUTTON UNDERWEAR

United States; but in Canada daily newspapers are being used first, with a prospective magazine campaign to follow when distribution has been completed.

The flexibility of newspaper advertising had much to do with the choice of this medium in Canada. In the first place Hatchway Underwear is a summer garment, and quick distribution and demand was desired in the chief centres. The company wanted to hit the "high spots" across the country, and they wanted to hit them quick, before the season got too far advanced. Daily newspaper advertising provided just the "high spot" influence the company was looking for in the 16 largest cities.

The vagaries of our famous Canadian climate also enter into the demand for such a product. People take off their "long 'uns" a great deal earlier on the Pacific Coast than they do anywhere else in Canada. With a newspaper campaign it was possible to start the copy in the Victoria and Vancouver papers a good three weeks in advance of its appearance anywhere else.

Dealers were notified of the campaign by a large broadside, reproducing eight of the newspaper advertisements, and presenting a complete schedule of insertions throughout May and June in 23 daily newspapers from coast to coast.

A folder, accompanying the broadside, gave particulars of the styles and sizes, and a return postal card invited dealers to send for samples of the three lines—Hatchway Athletic Nainsook, Hatchway Balbriggan and Hatchway Rib Knit.

Handsome window display material is also being provided, including the use, in rotation, of the original oil painting from which the line illustration in the advertisement here reproduced was made.

Leading dealers in metropolitan centres have already placed orders, and the Woods Underwear Company Limited, a subsidiary of the York Knitting Mills, Toronto, anticipates a strong demand from the outset of really warm weather.

We Do Not Handle Competing Accounts

Believing, as we do, that an intimate, confidential relationship between the client and the advertising agency is necessary if the client is to obtain the best service which the advertising agency is capable of delivering; it has long been our established policy not to handle the advertising of firms whose products directly compete in the same markets.

If you are seeking an agency connection and are interested in a service, which we think compares favorably in all other respects with that extended by other Canadian agencies, and which is perhaps somewhat distinctive because we do not handle competing accounts, it may be mutually profitable for you to allow us to tell you more about our organization.

Your invitation to have our representative call, will be very greatly appreciated.

THE H·K·McCANN COMPANY LIMITED
14 King Street East ~ TORONTO

SELLING AND ADVERTISING: THE TWO EYES OF BUSINESS

Neither selling nor advertising subordinate to the other. They are the two eyes of business, and it is important that they should be rightly focussed. Sixth article in the series

Written for MARKETING by GEORGE FRENCH

"YOU don't sell an article, but use to which that article is put. Advertising must sell the use of the article. There must first be a need, and advertising must hinge upon this need successfully to sell the article."

Of the constantly increasing attempts to define advertising, and relate it with selling perhaps the lines I have quoted should be given consideration as among those composing a rather small group near the top. They are from a speech made by the president of the Associated Advertising Clubs of the World, but original with him only in the arrangement of the phrases. The same idea is in the minds of about all of the men in advertising and selling who think as well as act.

It is noticable that the disposition now is to exalt advertising, slightly, at the expense of selling, reversing the tendency that has been growing, to insist that advertising is but a subordinate part in selling. I have never been able to reconcile myself with the idea that either advertising or selling is subordinate to the other. They seem to me to be coordinate factors. I am going to assume that they are—that they are the two eyes of business.

And who is there to claim that his left eye is superior to his right eye, or that his right eye is superior to his left eye? I am sure no one will attempt that; and likewise it seems to me that when we think about it we are going to realize that in fact there is no special and demonstrable superiority, or priority, to be accorded either to advertising or to selling —to either as against the other; but that in reality they are twin factors in business, each dependent upon the other, and neither sufficient unto itself.

But whether or not one may have so accustomed himself to consider one of these factors to be supreme, and even independent of the other, it was to be conceded that if there is to be advertising it will have to be given the right of way in any marketing plan. Advertising precedes selling, that is sure, whether or not it is superior in consequence. It has to be planned in connection with the buying of the raw material; and along with the mental beginnings of the whole enterprise that torment its originator before he is able to focus his courage upon any definite intent to begin it.

Advertising has some subtle qualities that selling has not. It is chiefly concerned with developing the distinctive character of the peculiar people to whom selling will later appeal. Upon its findings the selling policy has to be predicated; and once those findings have been formulated for the use of the salesmen their work is made quite plain. When they know the kind of people, the quality of people, with whom they must deal, if they deal with anyone, their selling plan is outlined for them. They are then able to select from the mass of selling formulas those which they know will affect the people who have been shown to them by the advertising.

Showers of Diamonds and Pearls for
BRIDES
A Timely Suggestion for their Relatives & Friends
BLESS her heart! Give her a Diamond Ware shower or a Pearl Ware shower. Get together some lovely afternoon ten days or so before that happy day. Give her a wonderful surprise. Imagine her delight when she sees the sparkling collection of
SMP Diamond or Pearl WARE
"A Line of Pastels and A Heart of Steel"
Don't be satisfied to give her just a kitchen shower. Give her a Diamond shower or a Pearl shower so that she will have a complete set of sanitary long-lasting beautiful cooking utensils.
Every good hardware man sells either Diamond Ware or Pearl Ware. See your nearest dealer and arrange to have each person give the bride something different. One will give a kettle another a double boiler another a dishpan and so on. Make your plans now. It is your opportunity to make the bride-to-be an even happier girl.
The Sheet Metal Products Co., of Canada Limited
Montreal Toronto Winnipeg
Edmonton Vancouver Calgary
DIAMOND Ware is the most beautiful kitchen ware you ever saw. Sky blue and white enamel with a strong white lining and a heavy cover of special enamel over a base of the best open-hearth steel. Serviceable as well as beautiful.
Pearl Ware gives ordinary steel, with all the rust-resisting qualities made it in Pearl Grey enamel and also ornamented in blue and white enamel. It has the same strength and utility as Diamond Ware. It comes in a full set of utensils, too.
Insist on the Shield Trade Mark
SMP
On every genuine Diamond Ware or Pearl Ware utensil you will find the SMP shield trade mark in red, green and white. Look for it. It is your guarantee of long service and satisfaction. And remember, Diamond Ware or Pearl Ware can be bought for so little cost.

On several occasions MARKETING has referred to the plan of advertising out-of-the-ordinary wedding gifts in the shape of kitchen ware as a means of increasing sales. The SMP Ware advertisement reproduced is a particularly good application of the idea.

It is of considerable importance that this matter of precedence be well thought out. After all, selling is one thing and advertising is another. The talents that go to the making of a first-class advertising campaign are not the same kind or quality of talents that go to the making of a successful selling campaign. The best advertiser is quite likely to prove a very poor salesman, if he is put to that test; and vice versa. There are radical differences existing between the capacities which are essential for each factor, and it is futile to assume or argue that they are so similiar as to warrant their amalgamation.

We have two eyes, the focusing of the work of each being essential in right vision. Close one eye and we do not get the right focus and perfect vision. Vision is not the product of the eye. Whoever is so unfortunate as not to have the use of one eye does not see things as we who

Good Company

When you set up in business you endeavour to locate your sales headquarters in a reputable building on a street that is free of objectionable surroundings.

Socially you try to avoid contact with questionable characters.

The environment of your advertising copy is even more important, because it is so much more *public.*

Thousands of your customers never see you or your building. Everybody sees your advertising.

In The Citizen you need never fear the questionable environment of objectionable advertising. In The Citizen your copy is always in good company.

The Citizen excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers, fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks, and any other advertising that should not be found in a Clean Home Newspaper.

The Citizen

Ottawa's Clean Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban	Total Circulation
26,486	30,404

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"

have two good eyes see them, though he manages to get along with his one eye. It is so in the business of marketing. A manufacturer may get along after a fashion if he makes use of but one of these eyes of business, but his sales record will be like the vision of the one-eyed person, lop-sided and lacking in the completeness it would have if the two eyes of business were employed.

"You don't sell an article, but the use to which that article is put." In other words, it is necessary to discover to what use an article can be put before it can be sold. Not its theoretical use, but its actual use by the people who must buy it if it is to be sold. It is perfectly easy to establish for almost anything that can be turned out by a factory some laboratory-made use of it that seems to the more or less enthusiastic maker justification of his manufacturing plans. But almost all such plans so made have the conditional element that includes an adjustment of need on the part of the potential buyer. If people will realize that, if they will acknowledge this academic need. this article will be of great use to them.

This is where advertising must come in and play its part. However certain a manufacturer may be that his proposed product should be classed among the acknowledged necessities there is the chance that people would continue to exist if they never knew about it. Flour may be flour, and existing brands may quite satisfactorily suffice for even the progressive housewives—so long as they know of nothing better. And the better brand may be made and offered without arousing great desire for it. The desire has got to be born of knowledge, and knowledge cannot be spread except by advertising in some form.

It is interesting to note how need is born and inducted into practice. Look back over the history of civilization. It took centuries to develop printing, for example. Each and every one of those arts or industries which mainly are responsible for the upgrowth of civilization was born with great travail, and after an immense time for parturition. This up to a certain time. Since that time, since the play upon the consciousnesses of people of those factors which we roughly classify as forces operating upon the human mind to spur it into action, development has been much more rapid. Matters

Don't Be Fooled!
YOU want genuine Maple Buds—not cheap substitutes which imitate the shape and name, but lack the quality and flavor of real Maple Buds.
When buying Maple Buds look for the name "COWAN." It is stamped on each piece.
If They're not COWAN'S They're Not MAPLE BUDS
Hand the dealer back his substitutes
COWAN

The substitution evil is being heavily and effectively scored n Cowan's Maple Buds advertising.

that would have taken generations to bring into use before the nineteenth century are now accomplished in as many years or even months.

Advertising, even within its extremely brief life as a real factor in business has tremendously shortened the period of parturition for ideas. So that it has become a characteristic of the present day that revolutions in thought, or in custom, or in habit, are accomplished almost in a month. It has become a human characteristic to execute what may almost be called mental or moral somersaults overnight. Thought is disseminated amost instantaneously. If we have a wireless receiving instrument we may any evening listen-in to some broadcasting service and get as much in half an hour as our great-grandfathers gathered in a lifetime.

The human mind has become a receiving apparatus, instead of a selective and deliberative instrument. it is open for information all the time, and it accepts that which is poured into it, through the offices of all the modern digesters of mental foods. It is this fact about the changed nature of the mind that makes of advertising the mighty business factor it is rapidly becoming.

So it is necesary to advertise those fundamental needs that have been longest established. Nothing that people need to purchase to sustain life is immune. Gradually everything has been deflected from its little individual channel of contact with the buying public into the great main stream of supply that has been formed through advertising. This stream is all the time being widened and deepened, and all the time the individual streams of supply are being dried up and abandoned. This great stream of desire-supply is all the time being swelled by new products, which have first been obliged to adapt themselves to the requirements of buyers through advertising methods, as independant water sources must pass their supplies through filters and perhaps chemical plants before they are admitted to the main pipes that carry water to people.

Many different similes tempt one when thinking about the application of advertising to make ready for the salesmen. It develops the field as the photographers solution develop the sensitized plate that has been exposed in a camera, bringing out the clear picture of the field and ripening it for the sellers.

That the minds of people are open for the advances of the advertisers must not be regarded as the result of modern forces or methods. The mind, as an element in personality, always has been hungering for suggestion. It always has been anxious to accept and follow. It is not changed, but is vastly more active and rapid in functioning. Always the mind has been in a consenting mood, as the psychologists assure us. They go a long way in this matter. They assert that the mind is normally averse to negation; that it prefers and insists upon consenting to what ever is brought to it for decision or action. Indeed, it acts upon suggestion without exercising discretion.

The ground has always been ready for the advertising cultivator. He has only to sow his seed. He has fertilizing to do. There are no barren spots, if only he is wise enough to select the right seed.

It may be assumed that people are always ready to welcome a new product, or to respond generously to appeals in behalf of older products. It is all up to the advertiser. If he knows how to make the appeal, and if the appeal is in behalf of some product which people will recognize as a need, there will be response. But is is absolutely necessary to demonstrate the need. which need not be obvious to the people, but which must be something that can be made obvious.

The matter of attempting to establish new needs in the minds of consumers was treated in the second article of this series, and need not be here taken up again. If any of my readers are preserving these

Continued on page 476

Lowest Rate per Interested Reader

OUR Advertising Rates are the lowest in Canada per interested reader. We cannot interest everybody in our business papers, but we can guarantee that all our subscribers read our papers thoroughly and represent the highest possible percentage of buyers in that specific trade.

An advertisement is only as good as the interest that quality subscribers have in the publication in which it appears.

When making your appropriation look into the facts of circulation, both quantity and quality, the reader interest and the service that goes with an established Hugh C. MacLean Publication.

Hugh C. MacLean Publications

LIMITED

Contract Record and Engineering Review, Canada Lumberman, Canadian Woodworker, Electrical News, Footwear, Commercial, Western Contractor and Builder, Western Lumberman, Western Canada Coal Review.

Vancouver Winnipeg TORONTO Montreal Chicago

Printing Plants in Toronto, Winnipeg and Vancouver

EDITORIAL COMMENT

Retail Prices

AMONG the grievances discussed by the retail grocers at their recent convention was the practise of traveling salesmen in quoting the margin of profit on buying prices rather than on selling prices. The fact that this subject was given some prominence on the program and that it was made the subject of a strong resolution indicates the extent to which such reckoning of profit has annoyed the trade. It is a grievance of long standing and is kept alive by over-enthusiastic salesmen eager to demonstrate the "profit" to be made on their respective lines but who fail to allow for the varying overhead expenses of retailers. Their optimistic percentages of profit estimating the spread between wholesale and retail prices are based on buying prices and not, as they should be, on selling prices.

The question has been debated many times, and while it is not suggested that salesmen wilfully attempt to mislead their customers in this connection, it is surely time that they showed a grasp of how the law of profit and loss works when quoting prospective margins. Failure in this direction creates disappointment on the part of the retailer and ultimately tells against the salesman convicted of such fallacious reasoning.

At the grocers' convention, considerable disparity was shown between the overhead costs of retailers, some estimating them as low as 12½ per cent., and others as high as 20 per cent. In view of this lack of uniformity the unwisdom of estimating profits on buying prices is obvious. It is easy for an enthusiastic salesman to demonstrate that an article bought at 60 cents will show 33 1/3 per cent profit if 20 cents—one-third the cost—be added to make the selling price 80 cents. The actual profit, however, is only 25 per cent of the selling price and is nearly 7 cents under the actual profit needed if there is to be a safe margin for the retailer.

If the spread between wholesale and retail prices is estimated on selling rather than buying prices, the possibility of an unrealized stated profit is avoided. The proceedings at the retail grocers' convention is another indication that the point is one on which wholesalers and manufacturers should be careful to instruct their salesmen.

* * *

Enforced Dealer Sampling

IN placing a new cereal on the market the manufacturers announce that no distributors will be appointed who have not used the product themselves. Theoretically the idea is an excellent one. It is a sound contention that retailers should know by personal experience the virtues of the goods they hand over the counter. In the matter of food products, however, the application of the idea on a wide scale is likely to cause complications.

Were the innumerable makers of foods, drinks, condiments and other trimmings of the table, to insist that retailers first use their products before being privileged to sell them, the Retail Merchants' Association would have an interesting problem on its hands. One of its first tasks would be the organizing of an emergency first-aid department to be rushed to the assistance of members bowled over with acute dyspepsia. Not that the shelves of the food retailers are loaded with indigestible goods—far from it—but the enforced tasting of such an inconceivable variety of viands would prove to be more than even a seasoned ostrich could survive.

A complete census of the eatables and drinkables on the market has probably never been made, but it is undoubtedly large enough to make the sampling process a daily ordeal for the retailer and his clerks. The idea is excellent in theory, certainly, but its too general application would lead to no greater mental or physical efficiency behind the counter; quite the reverse. The difficulty might be surmounted in some instances by the simple expedient practised by tea samplers in the blending warehouses. They sip a spoonful of tea, roll it around their mouths, and then eject it forcibly. This elementary test might get by with liquids, but it would hardly satisfy a manufacturer of rolled oats or a packer of sardines. On the whole, enforced sampling for food dealers does not seem likely to become a general custom.

* * *

Knocking Competitors

TO tackle the ball and not the man is a fundamental law of clean soccer. It is a rule sometimes overlooked in the game of selling where the practise of deriding a competitor's product is not so infrequent as it should be. When all due allowance is made for unfair competition the fact remains that knocking a rival is poor sales tactics.

"Every knock is a boost" is not so paradoxical as it sounds. Most buyers are shrewd enough to suspect that the article being denounced by the salesman must possess sufficient merit to make it feared. Otherwise it would be ignored. If the merchant has not already tried out the goods he is being warned against, the chances are that his curiosity will be aroused to the point of risking an experiment with them. Such unconscious invitations to insert the thin edge of the wedge have frequently resulted unfortunately for the knocking salesman.

On the other hand, if the salesman launches a diatribe against a product which he sees on the shelf, his criticism of a competitor becomes a criticism of the merchant himself. Knocking a competitor's goods is only a clumsy and roundabout way of telling a customer or prospect that he is several kinds of a bad buyer. The dealer has exercised his usual judgment in the matter and telling him by inference that he has fallen down as a buyer is not paving the way for business.

He is a wise salesman who realizes that goods will only sell, and stay sold, on their own merits, and that the demerits of rival products are not one of their selling points. It is impossible for a salesman to state too clearly or forcibly the superiority of his own goods. It is fatally easy for him not frankly to admit every just claim of his competitor's goods, and to leave the final decision with the customer.

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Giant Fashion Plates Sell Fabrics

A decided stimulus was given to the sales of new dress materials by the use in a department store of giant plates showing reproductions in colors of the patterns and fabrics. Eight plates, three feet in height with four designs, each in two interpretations of fabrics, were bound in huge looseleaf books. There were twelve of these books—four for wool, four for silk, four for cotton—set on easels. The books measured five feet by three with gaily painted covers bearing the legend, "Fabric Fashion Show, 1922." The designs, with samples of the material, were given to the artist who portrayed them in three-foot colored figures with the fabric reproduced so faithfully that many who saw the pictures thought that the actual fabrics were pasted in. On the counter beside each book was draped one of the fabrics belonging to that particular set of plates. Specially trained sales girls, garbed in Colonial costumes, turned the pages of the books and explained the patterns and fabrics to customers.

Changing The Selling Talk

A maker of dye soap started a campaign with girl demonstrators in a town where nearly everybody was employed by one concern. The demonstrations were staged in two stores on opposite sides of the street. They were timed to begin on the Friday evening, Friday being payday in the town. Late the same night the demonstrators met and reported that they could sell no dye soap in that locality. "The girls all get big salaries," they said, "and turn up their noses at our sign, 'Make Your Old Waist Look Like New,' and say, 'No thank you, I never have to dye an old waist. I always buy new. I wouldn't be bothered.'"

"All right!" said the sales manager, "When you get to the store tomorrow take down the old sign and put up a new one that says, 'The Latest Color Fad from New York! Wear your best Georgette waists dyed in seven different colors, artistically blended.' Put on your best society manners and when the girls pass hand out a box of twelve assorted colors, saying, 'Sold by the box, Madam. All the newest shades! Makes a lovely creation. Change the color of that beautiful new blouse at will.'"

In three weeks, 8,000 bars of dye soap were sold.

Matrices Instead of Electros

A considerable saving can be effected by manufacturers who supply their dealers with advertising matter in the form of engravings if they send matrices instead of electros. The latter are expensive these days and cost a great deal more to mail. In some cases the mailing cost of an electro is greater than the cost of a mat. Mats are also much more convenient for the dealer to handle, and they can be sent wherever the daily newspaper can use them as conveniently as electros.

Real Stage Stages Shoe Display

By using a stage with all the usual theatrical trimmings, a firm of shoe manufacturers gave a very effective display of their new spring styles to about 200 buyers of ladies shoes. A curtain was hung across the front of the stage in such a way that its lower edge was about two feet above the floor and so that only the feet of anyone on the stage were visible. Directly above the bottom of the curtain a battery of electric lights was hung in reflectors, similar to those used in store windows at night. A space across the stage about four feet in depth was left, and in that space, behind the curtain, living models came out one at a time, and went slowly through the motions of a waltz, two-step or other dance, thus showing the shoes from every possible angle. Music added to the attractiveness of the show, and as each model came on the stage the announcer described the shoes she had on and told their price. Five young ladies were employed as models, and to save time a maid assisted to change the shoes.

Cultivating Potential Prospects

A tooth-brush manufacturer reaps a rich harvest by cultivating two distinct classes of prospects—the graduating classes of the dental hospitals, and school children. He distributes samples of his product to these dentists-in-the-making and finds that this sampling impresses them very favorably. The school children he reaches through their teachers who, with the consent and hearty approval of the authorities, are provided with illustrated and interesting lectures on oral hygiene. The children are told about the dangers of unclean mouths, and the necessity for daily and thorough brushing of the teeth. Prizes are given for the best essays on the subject matter of the lectures, and as many as 150,000 children have competed within one month.

A Plan That Secures Jobber Co-operation

A soap maker has secured enthusiastic jobber co-operation with the following plan: He has divided the company up into geographical units in each of which he has selected a strong, centrally-located jobber to act as distributor. All sales of whatever character made in this territory go through the jobber's hands, and he may sell to other jobbers or retailers as he pleases. Then, in each territory is placed a special resident representative of the company. This man lives in the same city as the jobber distributor, but instead of working for the company he works for the jobber, receiving a straight salary from the company and a commission on sales from the jobber. It is distinctly understood that the salesman is in the employ of the company. The plan obviates the carrying of stock in each territory as the jobber buys outright the stock he needs, and it gives the company a branch office in each of its territorial divisions.

Trade Missionary Stops Cut Price Evil

A patent cereal manufacturer who decided to adopt the trade principle that there was to be no price-cutting of his product in retail stores found it advisable to appoint a trade missionary whose duty it should be to explain to the trade why the policy had been introduced. Through conferences with grocers in various centres, this man gained the support of the retailers but the jobbers were slower in coming into line. One jobber when refused an "inside" price started a price-cutting war. He was cut off from supplies. He then got goods from another jobber who in turn was also cut off. The trade gasped, but both retailers and jobbers were told what had been done, and why. When it was seen that the manufacturer was in earnest, and that his new policy meant more profit all round, everybody came into line and sales increased twenty-three per cent.

Plotting The Dealer's Orders

A manufacturer has found a little plot-chart printed on the index card bearing dealer's name, address, line of business, credit rating, etc., a good booster of sales. Under the columns for listing the dealer's orders, with their amounts and dates, is the plot-chart, printed in light-colored ink, and ruled off to cover a period of five years by quarters. When an initial order is received a card is made out and the plotting card started in the proper quarter. Every three months the girl in charge of the file adds up the total amount of orders received from that dealer during the quarter and carries the line forward, and up or down, the proper distance. After the orders have been plotted out for a year or more the chart shows at a glance just what that dealer is doing with the product. If the line keeps going up, well and good; if it starts down it is automatically brought to the attention of sales department. It is much more graphic, and a far better stimulus to sales effort, than the same information expressed in figures.

Toy Model Sells Gloves

A firm of glove manufacturers increased their mailing list with an offer of beautifully finished miniature kid gloves for dolls. A letter was sent to their mailing list of 4,200 retail customers asking for the names and addresses of little girls who would like a pair of real kid gloves for their dollies. These were to be sent in time for Christmas with a card enclosed stating they were from the customer. With the letter went a return postal with blank spaces for the name and address of the child, and also the name and address of the person to whom the letter was sent. Down in the lower left-hand corner was the line: "I wear size ..... gloves." The result of this campaign was 3,209 replies. The number of cards with sizes stated was 2,289. Over 2,500 requests to mail the toy gloves to addresses not already on the list were received.

ANALYSIS OF NEWSPAPER CIRCULATIONS

Based on the Daily Newspaper Publishers' Statements to A.B.C. for Six Months Ending September 30th, 1921.

NAME OF PUBLICATION	CIRCULATION							Subscription Rates		Subscription Methods			
	Total City	Total Suburb.	Total Country	Total Net Paid	Arrears Over 6 Mos.	Arrears Over 1 Year	Total Distr.	By Mail Per Year	By Carrier Per Week	Free Prem. Offer	Club Offer	Circ. Cont.	Carrier Cont.
ALBERTA													
Calgary Albertan	8,808	6,927	824	16,559	1,041	—	18,379	$8.00	.25	No	No	Yes	Yes
Calgary Herald	14,407	8,462	693	23,562	—	—	24,288	$8.00	.25	No	No	No	Yes
Edmonton Bulletin—Morning	3,039	1,900	382	5,321	683	—	6,528	$8.00	.25	No	No	Yes	No
Edmonton Bulletin—Evening	471	693	183	1,347	208	—	1,932	$8.00	.25	No	No	Yes	No
Edmonton Journal	14,537	5,910	716	21,163	—	—	‡ 22,007	$8.00	.25	No	No	No	Yes
Lethbridge Herald	2,470	2,520	526	5,516	54	—	5,884	$8.00	.25	No	No	No	No
Medicine Hat News	1,675	139	134	1,948	78	—	2,268	$6.00	.25	No	No	No	No
BRITISH COLUMBIA													
Nelson News	995	2,445	218	3,658	379	—	4,257	$6.00	.75*	No	No	No	No
Prince Rupert News	916	383	138	1,437	70	—	1,814	$6.00	1.00*	No	No	No	No
Vancouver Province	25,208	18,574	16,357	60,139	16	—	61,733	$6.00	.75*	No	No	No	Yes
Vancouver Sun—Morning	12,049	5,590	4,902	22,541	312	—	24,024	$6.00	.20	Yes	No	Yes	Yes
Vancouver Sun—Sunday	17,693	8,736	6,774	33,203	312	—	34,979	$2.00	.10	Yes	No	Yes	Yes
Vancouver World	7,950	4,521	6,938	19,409	228	—	‡ 21,249	$6.00	.75*	Yes	No	Yes	Yes
Victoria Colonist—Morning	7,139	1,502	1,359	10,000	498	—	11,365	$6.00	1.00*	Yes	No	No	No
Victoria Colonist—Sunday	9,318	1,564	1,398	12,280	498	—	13,834	—	—	—	—	—	—
Victoria Times	7,143	1,127	525	8,795	17	—	9,484	$6.00	1.00*	No	No	No	No
MANITOBA													
Manitoba Free Press—Morning	8,022	299	15,252	23,573	—	—	24,064	$9.00	.25	No	No	No	Yes
Manitoba Free Press—Evening	27,758	1,177	16,175	45,110	—	—	45,477	$8.00	.25	No	No	No	Yes
Winnipeg Tribune	24,109	992	14,051	39,152	—	—	39,735	$8.00	.25	No	No	Yes	Yes
NEW BRUNSWICK													
St. John Telegraph	4,849	—	10,372	15,221	1,153	—	17,131	$3.00	.50*	No	No	No	No
St. John Times—Star	13,538	—	1,694	15,232	122	—	15,986	$3.00	.50*	No	No	No	No
NOVA SCOTIA													
Halifax Chronicle	2,844	—	8,291	11,135	591	—	12,444	$6.00	.18	Yes	No	No	No
Halifax Echo	3,188	—	6,231	9,419	948	—	10,877	$3.00	.18	Yes	No	No	No
Halifax Herald	3,219	—	10,024	13,243	227	—	14,012	$7.00	.18	No	No	No	No
Halifax Mail	11,722	—	3,567	15,289	453	—	16,198	$5.00	.18	No	No	No	No
ONTARIO													
Brantford Expositor	7,339	3,159	468	10,996	17	—	11,604	$4.00	.50*	No	No	Yes	No
Brockville Recorder-Times	2,203	1,513	275	3,991	410	—	4,606	$3.00	.35*	No	No	No	No
Ft. William Times-Journal	4,960	400	554	5,277	204	—	5,871	$4.50	.15	No	No	No	No
Galt Reporter	2,887	1,308	121	4,319	34	—	4,722	$4.00	.15	No	No	No	No
Guelph Mercury	3,664	351	131	4,146	33	—	4,469	$4.00	.15	No	No	No	No
Hamilton Spectator	23,992	4,657	2,631	31,280	—	—	32,158	$5.00	.15	No	No	Yes	No
Kingston Whig	3,419	—	2,756	6,175	51	—	6,614	$2.50	.10	No	No	No	No
Kingston Standard	2,864	—	2,487	5,351	577	—	6,094	$2.50	.10	No	No	No	No
Kitchener Record	4,888	764	198	5,850	—	—	6,138	$4.00	.15	No	No	No	Yes
Lindsay Post	1,348	655	253	2,256	601	—	3,093	$4.00	.15	No	No	No	No
London Advertiser—Morning	878	12,433	6,336	19,647	2,228	—	23,196	$5.00	.15	Yes	No	No	No
London Advertiser—Evening	5,109	966	130	6,205	72	—	6,565	$5.00	.15	Yes	No	No	No
London Free Press—Morning	2,004	13,906	7,584	23,494	1,398	—	25,810	$5.00	.15	Yes	No	No	No
London Free Press—Evening	10,278	697	188	11,163	80	—	11,657	$5.00	.15	Yes	No	No	No
Ottawa Citizen—Morning	6,056	2,488	1,233	9,777	—	—	10,230	$4.50	.15	No	No	No	No
Ottawa Citizen—Evening	15,952	1,990	1,755	19,697	—	—	20,174	$4.50	.12	No	No	No	No
Ottawa Le Droit	4,499	775	3,044	8,318	989	—	9,839	$5.00	.12	No	No	No	No
Ottawa Journal—Morning	2,294	1,362	1,398	5,054	—	—	5,485	$4.50	.15	No	No	No	No
Ottawa Journal—Evening	14,074	5,502	2,872	22,448	—	—	23,130	$4.50	.12	No	No	No	No
Peterborough Examiner	4,766	1,135	430	6,331	650	—	7,408	$4.80	.15	No	No	No	No
St. Catharines Standard	5,557	2,739	840	9,136	—	—	9,761	$5.00	.15	No	No	No	No
St. Thomas Times-Journal	3,763	3,809	934	8,506	500	—	9,711	$4.50	.12	No	No	No	No
Sault Ste. Marie Star	3,471	359	450	4,280	—	—	4,415	$4.00	.18	No	No	No	No
Stratford Beacon	1,584	680	251	2,515	172	—	3,311	$4.00	.50*	No	No	No	No
Stratford Herald	1,866	888	214	2,968	—	—	3,749	$4.00	.50*	No	No	No	No
Toronto Globe	31,375	16,088	53,092	100,555	—	—	101,988	$5.00	.15	No	No	No	Yes
Toronto Mail & Empire	48,559	16,684	34,067	99,310	—	—	102,156	$5.00	.12	No	No	No	No
Toronto World—Sunday	42,963	8,299	15,478	66,740	—	—	67,419	$5.00	.10	No	No	Yes	No
Toronto Star—Evening	72,312	15,241	19,453	107,006	—	—	107,935	$5.00	.12	No	No	No	No
Toronto Star—Sunday	95,179	22,214	24,091	141,484	—	—	141,839	$5.00	.10	No	No	No	No
Toronto Telegram	100,942	2,863	2,180	105,985	—	—	107,353	$5.00	.12	No	No	No	No
Windsor Border Cities Star	13,012	4,295	1,549	18,886	—	—	19,310	$6.00	.15	No	No	No	No
PRINCE EDWARD ISLAND													
Charlottetown Examiner	407	—	892	1,299	312	—	1,950	$2.50	25*	No	No	Yes	No
QUEBEC													
Montreal Le Canada	5,556	664	1,471	7,691	1,445	—	9,971	$6.00	.75*	No	No	No	No
Montreal Le Devoir	4,661	1,031	6,529	12,221	—	—	12,949	$6.00	.75*	No	No	No	No
Montreal Gazette	23,150	570	5,594	29,314	957	—	31,599	$9.00	1.20*	No	No	No	No
Montreal Herald	10,592	147	2,698	13,437	622	—	15,345	$3.00	.30*	No	No	No	No
Montreal La Patrie	9,535	1,402	4,255	† 15,192	33	—	† 16,524	$6.00	.55*	No	No	No	No
Montreal La Presse	78,010	14,927	23,999	† 116,936	3,766	—	† 122,515	$6.00	.75*	No	No	No	No
Montreal Star	82,246	2,194	26,398	110,838	—	—	112,692	$5.00	60*	No	No	No	No
Quebec Le Soleil	17,309	1,918	24,215	43,442	1,911	—	49,785	$4.00	.50*	Yes	No	No	No
Quebec L'Evenement	7,806	103	6,276	14,185	1,160	—	17,012	$4.00	.50*	Yes	No	No	No
Sherbrooke Record	2,135	1,329	3,368	9,032	—	—	10,270	$3.00	.18	No	No	Yes	No
Sherbrooke La Tribune	1,468	3,249	1,817	6,534	515	—	7,384	$4.50	15	Yes	No	No	No
Three Rivers Le Nouvelliste	2,011	346	921	3,281	6	—	3,625	$5.00	15	Yes	No	No	No
SASKATCHEWAN													
Moose Jaw Times	5,093	2,995	1,003	9,091	53	—	9,557	$5.00	75*	Yes	No	No	Yes
Prince Albert Herald	1,632	868	190	2,690	—	—	3,338	$4.00	15	Yes	No	No	No
Regina Leader	4,825	7,344	5,879	18,048	—	—	18,895	$7.00	25	No	No	No	No
Regina Post	6,787	2,536	3,684	13,007	—	—	13,559	$7.00	25	No	No	No	No
Saskatoon Phoenix	978	1,313	238	2,549	—	—	3,003	$7.00	1.00*	No	No	No	No
Saskatoon Star	6,564	13,812	2,123	22,499	—	—	23,200	$7.00	1.00*	No	No	No	No

*Per month. †Does not include U. S. Edition. ‡Average for evenings except Saturday.

Vancouver World

Shows phenomenal increase in circulation

No daily paper in Canada shows an increase in circulation during the past few months equal to the VANCOUVER DAILY WORLD. The net paid figures as given by the A.B.C., shows a net-gain in circulation for the last three months of forty per cent. over last year's record.

What is the Reason?

Under new management, the WORLD has given its readers an enlarged size; an improved news service; bright features and timely illustrations; it has featured Canadian and British news by its own direct British cable service—and this is essentially a "British" Province. Its editorials are fair and sane. These are the reasons WHY the WORLD is rapidly winning favor in the homes of Vancouver and British Columbia.

Vancouver Daily World

FOR INFORMATION

Eastern Agent

J. B. RATHBONE

95 King East, TORONTO

317 Transportation Bldg. MONTREAL

and Recognized Agencies

ANALYSIS OF CIRCULATION STATEMENTS

BASED ON PUBLISHERS STATEMENTS FOR SIX MONTHS ENDED DECEMBER 31st, 1921

Analysis of Circulation Reports, Canadian Magazines, 6 Months Ending Dec. 31st, 1921

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	DISTRIBUTION % in Cities 100,000 or over	% in Cities 25,000 to 100,000	% in Cities 2,500 to 25,000	% in Towns under 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
WEEKLIES															
B.C. Veteran's Weekly	11,158	11,158	703	.....	11,861	66.0%	4.5%	14.5%	11.0%	2.0%	8.0%	No	Yes	$0.05	$2.50
Le Samedi	20,895	20,895	192	.....	21,087	5.8%	2.9%	18.1%	73.1%	None	None	No	No	.10	5.00
Saturday Night	34,680	34,818	1,403	.....	36,221	31.5%	14.1%	37.8%	16.5%	9.6%	55.2%	No	No	.10	4.00
World Wide	6,046	6,064	613	.....	6,677	28.1%	9.6%	18.6%	.....	6.6%	None	No	No	.10	3.00
MONTHLIES															
Canadian Child	7,743	7,743	1,006	.....	8,749	72.0%	11.3%	9.5%	7.2%	None	65.0%	No	No	.10	1.00
Canadian Messenger	75,130	75,130	257	.....	75,387	20.1%	5.2%	18.8%	50.8%	2.2%	None	No	No	.....	1.00
Can. Home Journal	53,464	53,464	1,943	.....	55,407	14.7%	12.2%	41.4%	27.9%	18.7%	68.9%	No	No	.20	2.00
Everywoman's World	103,024	103,024	3,091	.....	106,115	19.9%	6.7%	24.9%	46.2%	10.4%	73.0%	Yes	Yes	.20	2.00
La Canadienne	25,665	25,665	1,392	.....	27,057	40.2%	1.8%	24.9%	33.1%	22.6%	98.0%	Yes	No	.25	3.00
La Revue Moderne	22,587	22,587	280	138	23,005	38.4%	0.2%	16.9%	39.9%	14.0%	45.0%	No	No	.25	3.00
La Revue Populaire	8,111	8,111	68	.....	8,179	32.0%	11.0%	36.0%	21.0%	2.7%	None	No	No	.15	1.50
MacLean's Magazine (S.M.)	73,516	73,558	2,920	.....	76,478	8.3%	8.8%	21.0%	53.1%	9.2%	72.0%	No	No	.20	3.00
Sailor	11,291	12,148	298	.....	12,446	27.1%	8.1%	34.2%	28.9%	None	None	No	No	.20	2.00
Western Home M'n'ly	42,240	42,240	1,060	50	43,350	11.0%	5.0%	16.0%	68.0%	11.0%	22.0%	Yes	No	.15	1.00

Analysis of Circulation Reports, Canadian Farm Papers, 6 Months Ending Dec. 31st, 1921

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six Mos.	TOTAL	% in Towns under 1,000	% in Towns 1,000 to 2,500	% in Towns over 2,500	% Arrears under 6 mos.	% Subs. Recd. through canvass	Prem. Offers	Circ. contests	Sub. per Copy	Rates per Year
Farm and Ranch Review	48,725	48,959	563	494	50,016	87.9%	6.0%	6.0%	14.8%	23%	Yes	No	.05	$1.00
Farm and Home	20,741	20,741	2,686	.....	23,427	67.8%	5.1%	26.9%	14.2%	75%	Yes	No	.05	2.00
Farmer's Advocate (Winnipeg)	40,103	40,425	1,165	.....	41,590	90.8%	6.7%	2.5%	12.5%	66%	No	No	.05	1.50
Free Press Prairie Farmer	51,684	51,796	4,243	34	56,073	92.0%	4.9%	3.1%	15.3%	3%	Yes	Yes	.05	1.00
Grain Growers' Guide	80,033	80,113	1,265	613	81,991	90.6%	5.1%	4.3%	8.8%	33%	No	No	.05	2.00
Nor'-West Farmer	68,092	69,495	3,295	.....	72,790	91.2%	5.0%	3.8%	4.2%	4%	Yes	Yes	.05	1.00
United Farmers' Guide	12,408	15,481	2,036	.....	23,189	92.4%	5.0%	2.6%	4.2%	35%	Yes	Yes	.05	.50
Can. Countryman	36,850	36,850	1,225	817	39,058	88.3%	4.4%	7.2%	9.2%	58%	No	No	.05	1.50
Can. Farmer	25,150	25,150	3,304	5,078	33,532	82.5%	8.6%	8.9%	18.1%	34%	Yes	No	.05	1.50
Farm and Dairy	10,067	10,075	738	4,067	14,880	86.5%	4.7%	8.7%	7.6%	23%	No	No	.05	.50
Farmers' Advocate (London)	25,349	25,425	1,229	5,615	32,269	93.8%	2.3%	3.8%	8.1%	18%	No	No	.05	1.50
Farmers' Sun	38,750	38,750	465	3,675	42,890	89.2%	4.5%	6.3%	8.0%	None	No	No	.03	1.50
La Voix du Sol	2,660	2,660	148	741	4,352	81.0%	7.0%	12.0%	36.7%	55%	No	No	.03	2.00
Ottawa Farm Journal	23,626	23,626	354	.....	23,980	90.0%	4.0%	6.0%	13.3%	18%	Yes	Yes	.03	1.50
Family Herald & Weekly Star	146,429	146,429	4,452	.....	150,881	74.3%	4.3%	12.4%	None	None	No	Yes	.05	2.00
Le Bulletin des Agriculteurs	10,981	10,981	1,619	2,745	15,345	83.5%	13.5%	3.0%	9.1%	50%	No	No	.10	2.00
Witness & Can. Homestead	16,777	16,777	1,103	.....	17,880	64.2%	11.5%	24.1%	7.7%	None	No	No	.05	2.00

Analysis of Circulation Reports, Canadian Business Papers, 6 Months Ending Dec. 31st, 1921

(Compiled by MARKETING from Publishers' Statements to A.B.C.)

Name of Publication	Total Net Paid	Net Paid inc. Bulk	Misc. Unpaid	Arrears Over Six mos.	TOTAL	% Arrears under 6 mos.	% Subs. Recd. through canvass	Sub. per Copy	Rates per Year
Bookseller and Stationer	767	767	420	41	1,228	7.8%	41%	20	$2.00
Canadian Foundryman	771	779	255	129	1,163	17.9%	31%	25	2.00
Canadian Grocer	5,919	5,925	484		6,409	10.3%	39%	25	4.00
Can. Machinery and Manufacturing News	1,550	1,550	717		2,267	15.3%	51%	25	4.00
Canadian Motorist	22,278	22,278	583		22,861	None	None	15	1.00
Canadian Motor Tractor	2,577	2,583	454	226	3,263	19.5%	55%	20	2.00
Druggists' Weekly	1,922	1,922	325		2,247	3.7%	53%	20	4.00
Dry Goods Review	2,159	2,161	668		2,829	9.3%	34%	20	2.00
Financial Post	8,490	8,569	745		9,314	5.1%	50%	10	5.00
Hardware and Metal	3,519	3,519	653	86	4,258	6.6%	27%	20	4.00
Marine Engineering	710	710	272	152	1,134	11.9%	61%	25	2.00
Marketing and Business Management	1,036	1,073	921		1,994	10.3%	7%	20	2.50
Men's Wear Review	1,058	1,058	341		1,399	9.7%	44%	25	2.00
Municipal World	4,233	4,233	173		4,406	None	None	10	1.00
Power House	3,513	3,513	444	289	4,246	10.3%	60%	10	2.00
Printer and Publisher	1,036	1,036	451	46	1,533	10.4%	39%	25	3.00
Le Prix Courant	2,172	2,663	367	172	3,442	17.2%	94%	20	3.00
Sanitary Engineer	1,193	1,193	280	62	1,537	11.6%	34%	20	2.00
Scottish	20,212	20,437	546	447	21,450	18.9%	7%	05	2.00
Canadian Railway and Marine World	2,220	2,225	347	4	2,576	5.2%	None	25	2.00

Where the Subscriber Pays It Pays to Advertise

A PUBLICATION that is subscribed for purely on its merits without other inducement, a publication that retains its subscribers from generation to generation without cutting its price is one that always pulls strong for the advertiser.

Such is the record of

FARMER'S ADVOCATE AND HOME MAGAZINE

LONDON, CANADA

Published by

The William Weld Company, Limited

LONDON, ONT.

Member A.B.C. since start

"Business goes where it is invited and stays where it is well treated."

Editor "The Farmer's Advocate":

We can scarcely explain with what interest we look forward to the arrival of each issue of "The Farmer's Advocate." I am something like the young man whom a neighbor asked how he came to be a blacksmith. He said that his father was a blacksmith, his grandfather was a blacksmith, so he just could not help being one. That is the way with me and "The Farmer's Advocate." My father used to take it, my grandfather took it, so how would you expect me to get along without it? It should be in every farm and small town home.

W. J. McLEAN.
Timiskaming District.

"Americans Deserve Business; They Advertise For It"

The Toronto Advertising Club held the final meeting of its season at the King Edward Hotel, May 11. Although the attendance was small considerable interest and discussion was aroused by the address of Russell T. Kelley, of the Hamilton Advertisers' Agency Ltd, the principal speaker of the evening, whose subject—"Advertising From A Business Man's Standpoint"—permitted a wide expression of opinion.

Mr. Kelley touched upon such matters as national unity, the development of Canadian exports, the establishment of an industrial bureau to decentralize industry and build up the smaller centres; but the larger portion of his talk and most of the discussion which followed centred about the extension of domestic trade in Canadian-made goods. The speaker referred to the large consumption here of a particular American soup, the popularity of American clothes, and to the fact that half a million dollars a day is being spent by Canadians in American resorts.

E. Sterling Dean, who was among others to comment on Mr. Kelley's remarks, stated emphatically that if American firms were getting a large share of Canadian business they were entitled to it. They go after it, he said; they advertise for it, they get results. If the Canadian manufacturer really wants the business he can get it by advertising for it. "Just to satisfy myself of the extent of American advertising in Canada," said Mr. Dean, "I recently checked over the national advertising in a Canadian publication and found that sixty per cent of it was American. This may not be a fair average for all publications; but it is an indication of the aggressiveness of U.S. firms in this country. Until our own manufacturers become equally aggressive the "Made-in-Canada" cry will remain largely inoperative."

✣ ✣ ✣

Strike of Printers Reaches Anniversary June 1st

A year ago on the 1st of June the majority of the union men in printing establishments throughout Canada walked out, confident that the strike would not last more than a few weeks. Technically it is still on; but as far as the trade is concerned it was over months ago, and in spite of union propaganda to the contrary the percentage of poor workmanship under open shop conditions is actually less than obtained previous to last June.

✣ ✣ ✣

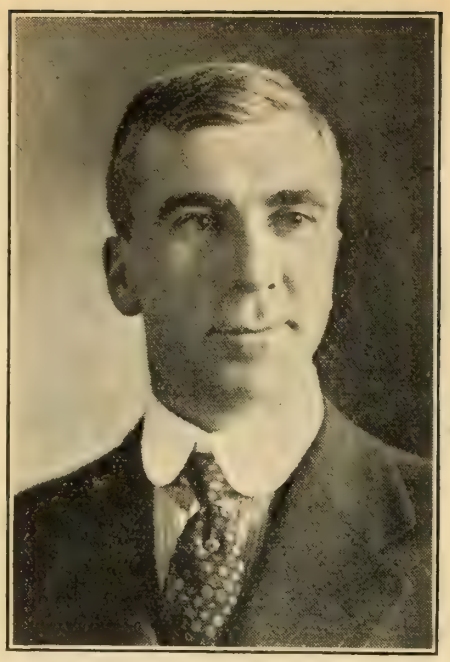
One of the features of the current newspaper advertising for Sunset Soap Dyes, manufactured by the North American Dye Corporation Ltd., Toronto, is a panel featuring "The Season's Colors". A recent piece of copy contained the following: "NUDE. Mix 1.16 of a cake of orange with 2 cakes of sand.

✣ ✣ ✣

E. W. Jeffress Ltd., Walkerville, are shortly to place a campaign for Grape Vino, a new summer drink, through the Federal Advertising Agency, London.

✣ ✣ ✣

A. McKim Ltd., advertising agents, have secured the account of the Quaker Oats Co., Peterborough, Ont.



M. J. Hutchinson Leaves C.N.N. & P.A. for Hugh C. Maclean Publications

After managing the Canadian National Newspapers and Periodicals Association since December, 1920, M. J. Hutchinson has resigned from that body to become director of advertising for the Hugh C. MacLean Publications, Toronto.

Mr. Hutchinson has had a wide, varied and successful career as a newspaper man, commencing work with the Bowmanville *Statesman*, going later to the Peterborough *Examiner*, under the ownership of the late Hon. J. R. Stratton, as city editor. In 1907 he became editor of the *Dry Goods Review*, and later manager of that publication for the MacLean Publishing Company. Following this trade paper experience he established *Ready-to-Wear* for the Acton Publishing Co., Toronto, and having managed this publication for a year he left Eastern Canada to become advertising manager of the Regina *Leader*. In 1915 he was appointed business manager of the Edmonton *Bulletin*, and for nearly five years was instrumental in greatly increasing the revenue of that paper. During his sojourn in Edmonton Mr. Hutchinson was prominent in various civic and social activities, being on the council of the Board of Trade for three years, and becoming District Governor of the Rotary Clubs of all Western Canada comprised in Rotary District 19.

Mr. Hutchinson's work as manager of the C.N.N. & P.A. has been of much value to the association, and he takes with him the best wishes of the directors who took occasion at a recent meeting to pass a hearty resolution of appreciation of his services.

✣ ✣ ✣

New contracts for the advertising of the Pacific Northwest Tourist Association have recently been sent out through Crawford Harris Advertising Service, Vancouver, B.C.

✣ ✣ ✣

The Kingston *Whig* recently published an excellent Rotary section to commemorate the first anniversary of the club in that city. Leman A. Guild, managing director of the *Whig* is president of the Kingston Rotary Club this year.

A. R. Malton Goes to Globe as Business Manager

A. R. Malton of McConnell & Fergusson Ltd., advertising agents, London, has been appointed business manager of the Toronto *Globe*, succeeding Wm. Findlay, who recently resigned.

Mr. Malton has been associated with the McConnell & Fergusson agency for the past two years as a director of that company, going to them from the Bank of Toronto, with whom he had been employed since 1902, the last five years as chief supervisor at the head office in Toronto.

Mr. Malton will enter upon his new duties at the *Globe* on June 23rd.

✣ ✣ ✣

The average cost of food for a week for a family of five during March was $10.54 as compared with $13.23 for March last year and $7.68 for March, 1914.

✣ ✣ ✣

R. H. Cunningham & Co., Walkerville, manufacturers of electric furnaces, have removed their plant to 351-3 Glebe Street, London, Ont.

✣ ✣ ✣

The index number of wholesale prices in Canada stood at 157.1 at the end of March, as compared with 190.7 for March last year and 117.9 for March, 1914.

✣ ✣ ✣

The Canadian National Exhibition in Toronto will be held this year from August 26th to Sept 9th.

✣ ✣ ✣

The Toronto Bureau of Warm Air Heating is advertising its seal which is placed on a certificate of inspection when furnaces are installed. "The manufacturer wants you to have satisfaction and comfort," says the copy. "If this certificate of inspection is on the furnace when you buy or build a house, you will get it." Smith, Denne & Moore Ltd., advertising agents, Toronto, are placing the advertising.

✣ ✣ ✣

Seasonal copy for the Tunnel-King Motor Boat, manufactured by the A. R. Williams Machinery Co. Ltd., is again appearing in Canadian publications, placed by Norris Patterson Ltd., advertising agents, Toronto.

✣ ✣ ✣

New and attractive two-column copy for Colgate's Talc Powder is appearing in Canadian mediums, placed by A. McKim Ltd., advertising agents, Montreal. "Dear to the women of Canada" is the heading of the first piece of copy of the series.

✣ ✣ ✣

Earle Electric Ltd., 66-72 Nelson St., Toronto, is placing some newspaper copy direct, advertising the Miss Simplicity Washer.

✣ ✣ ✣

Rumours have become current that a new daily newspaper is shortly to appear in Nelson, B. C., the editorial end of which will be conducted by George M. Murray, formerly editor of the Vancouver *Sun*...The existing daily in Nelson—*The News*—was established in 1902.

✣ ✣ ✣

Frank Moore, formerly connected with the sales department of the Hood Sandham Co., Toronto, is now in charge of a newly organized job printing department conducted by the Continental Publishing Co.

The only book of its kind in the world

A GLANCE over this list of contents will convince you that no other book contains so many varieties of information of service to advertisers. The wealth of detail between the covers of LYDIATT'S BOOK is a constant source of wonderment to those who use it for the first time. They tell us that it is almost impossible to think of anything relating to selling or advertising in Canada that is not included.

This outline of the 137 separate features of LYDIATT'S BOOK, grouped under five major classifications, will indicate the comprehensive scope and the concise nature of its contents:

MARKETING STATISTICS

Summary Progress of Canada
Census of Provinces, 1901, 1911 and 1921
Immigration, 1899-1920
Urban and Rural Population
Farm Lands Occupied
Number of Farms
Ages of People of Canada
Dwellings and Families in Canada
Number Births and Marriages, by provinces
Religions of the People
Annual Wealth Production, by provinces
Wealth Production per Family, by provinces
Number of Women, by provinces
Summary Trade of Canada
Imports and Exports
Proportions of Trade with Other Countries
Where Imports Go, by provinces
Origins of Canadians
Racial Predominance (Map)
British and French in Canada (Chart)
Customs Revenue of Leading Cities
Bank Clearings of Leading Cities
Income Tax Paid, by provinces
Business Profits Tax Paid, by provinces
Building Activity by prncipal towns
Number of Automobiles in principal towns
Auto Registrations by provinces, 1903-1921
Victory Loan Subscriptions
Size of Farm Holdings
Value Field Crops, 1914-1921
Value Farm Lands, Livestock and Products
Capital Invested, Cost of Materials and Value of Products, Canadian Industries
Number of Employees, Salaries and Wages
Weather Variations in Canada
Population, Industrial Investment, Payroll and Output of Canadian Cities and Towns
Taxable Property in principal towns
Number of Electric and Gas Meters in all towns
Number of Telephones, by provinces
Number of Retail Stores in principal towns

MARKETING DATA

Brief market surveys of 60 principal towns in Canada, arranged alphabetically under provinces, giving the following information:

Population, 1911-1921
Name of County or District
Distance from metropolitan centre
Railroad facilities
Names of leading hotels
Leading industries
Character of surrounding territory
City-owned utilities
Miles of streets, sidewalks, sewers, etc.
Number and acreage of parks
Miles of street railway and number of passengers carried annually
Value of Taxable Property
Building Permits
Bank Clearings
Customs Revenue
Postal Revenue
Industrial Investment
Industrial Payroll
Industrial Output
Number of schools, colleges, churches, hospitals, theatres, banks, etc.
Number of automobile owners
Number of telephone users
Number of electric and gas meters
Number of garages, shoe stores, clothing and gents' furnishing, druggists, dry goods and dept. stores electrical, furniture, groceries, hardware dealers and jewellers.

PUBLICATION DATA

Complete data regarding every daily newspaper in Canada, comprising the following specific information:

Date Established
Politics
Whether morning, evening or Sunday
Average number of pages
Number of columns
Width and depth of columns
Single copy, monthly and yearly subscription price
Local net paid circulation
Suburban and country net paid circulation
Total distribution
In the case of A.B.C. papers these figures are compared with those of a year previous
Name of advertising or business manager
Casual rate per inch
Rate per inch on 2,500, 5,00 and 10,000 line contracts
Whether mats or plates can be used

A listing of the weekly newspapers in important towns, giving the name and population of the town in which published, day issued, circulation and minimum and maximum advertising rates.

Complete data regarding Canada's weekly and monthly magazines, farm papers, trade, technical and miscellaneous class publications, comprising the same information as listed for the daily newspapers with the addition of the date published, date forms close, and the most suitable screen for halftones.

A listing of the religious, college, labor, fraternal and other miscellaneous publications of Canada, with information similar to that given for the magazines.

A list of the 50 largest publications in Canada with their circulations and rate per inch per 1,000 of circulation.

Table showing the distribution of circulation by provinces of Canadian magazines and farm papers.

Table showing volume of advertising carried during 1920 and 1921 by the principal maagazines and farm papers of Canada, classified as follows:

Autos, tractors, accessories, supplies, etc.
Dairy equipment and supplies
Farm implements and machinery
Farm equipment
Seeds and supplies
Household and personal supplies
Foods, confections and beverages
Music and instruments
Toilet Specialties
Wearing Apparel
Financial, Insurance, Governmental, etc.
Proprietory Remedies

A list of the principal United States magazines which circulate in Canada, giving their total circulation, their circulation in Canada, and advertising rate per line.

A list of the principle agricultural publications of the United States with circulation and rates, summarized for purposes of comparison with Canada's leading farm papers.

A list of the special representatives of Canadian publications in Chicago, New York, London, etc., and in leading Canadian cities, with names of publications they represent.

ADVERTISING DATA

Complete information regarding Poster advertising in Canada, each point where billboards are available being listed alphabetically by provinces, with the population of the town, the amount of paper required and the cost of a full showing. Addresses to which mail and paper should be sent are given in each case. Total figures giving the amount of paper required and cost of full and half showing are furnished for each province.

A list of the towns in Canada where streetcars are operated, arranged by provinces, showing the number of cars in use and the number of passengers carried annually, together with figures which furnish the basis for an estimate of the cost of full or half service on an annual basis.

A list of Canadian, American and British advertising agencies who place business in Canadian mediums, with an alphabetical listing of their clients.

A list of the house organs published in Canada, with the following detailed information concerning each:

Name of firm
Line of business
When established
Frequency of publication
Size and number of pages
Name of editor
Circulation.

Data concerning the Association of Canadian Advertisers, includng the objects, membership qualifications and officers of the aassociation, together with the "Standard of Advertising" adopted with regard to fraudulent and questionable publicity.

Extracts from a resolution of the Canadian Press Association which constitutes a "Standard for the guidance of publishers in connection with objectionable advertising"; together with an extract from the Criminal Code of Canada relating to Fraudulent Advertising.

Details of commercial law in Canada respecting trade marks, industrial designs, patents, copyright, sales tax, customs tariff, methods of invoicing sampling, etc., together with complete postal information, time of transit of mails, towns to which special delivery letters may be addressed, etc., etc.

A section devoted to various means of advertising in Canada, including:

Window display
Sampling
Demonstrating
Copy preparation
Value of different appeals
Table of persuasiveness
Forms and varieties of advertisements.

A section listing the best books, pamphlets, reports and perodicals published in Canada, the United States and Great Britain dealing with merchandising, advertising, correspondence, and kindred subjects.

PRINTING DATA

A comprehensive section devoted to the selection of type, giving specimens of the most popular faces wth the number of letters and faces to a line; sizes and styles of borders, etc.

Proofreader's Marks
Use of color
Harmonious color combinations
Selection of paper
Sizes of paper that cut without waste
Standard sizes of different papers
Where well-known papers can be secured in Canada
Cost of printing
Approximate number words per line
Words to the square inch

A section devoted to engravings, how to order them, best screens to use in various mediums, standard charges for engravings, specimens of Benday tints most commonly used, engraving terms, uses and advantages of electrotypes, etc.

428 PAGES

Forty Thousand Facts corrected to date, with New Census figures

Post paid to any address $5.00 a copy

Marketing Publishers Limited
27 E. Wellington St., Toronto

The *Galt Reporter* is improving

The new management is adding new staff, features and mechanical equipment.

A few months will see it right near the top among the smaller city dailies of Ontario.

It's value as an advertising medium to cover Galt, Preston Hespeler and the prosperous and populous rural districts of South Waterloo has never been questioned. That value is enhanced today by a policy of gradual improvement of this paper.

Galt Publishers Limited

(Member A.B.C.)

GALT ONTARIO

U.S. Representative—
GEO. B. DAVID INC., 171 Madison Ave, New York City, U.S.A.

Canadian Representative—
H. E. SMALLPIECE 32 Church St., Toronto, Ont.

Every Acre Occupied

The total land area of Prince Edward Island is only 2,184 square miles. With a population of nearly 90,000 this means that practically every acre is occupied. Sales efforts yield big returns per dollar of sales cost among a population so thickly settled and prosperous. The market is easily cultivated through

Guardian & Examiner

CHARLOTTETOWN P.E.I.

Selling and Advertising: The Two Eyes of Business

Continued from page 466

papers they may turn to that one dealing with "The Consumer" and there read into this one my beliefs in reference to establishing new needs for the purpose of disposing of merchandise newly fabricated.

It is, I believe, necessary that the marketer perceive this field through the eye of advertising as it is primarily affected by the the facts and causes I have attempted to mention, but his plan and action is greatly more simple and direct than might be inferred after thinking about the psychological matters referred to. The very fact that these things are considered makes action definite and simple. The advertising is to be for the purpose of arousing existing though latent needs and transposing them into the action of buying.

But the motions of advertising come to the knowable advertising man as naturally as breathing. That which he must carefully consider is the field of the advertising. Once he gets a clear idea of the distinctive people he has to deal with, he will know how to approach them. It is in getting the right understanding of the people that many advertisers begin their failures. Corsets made for big-bosomed women are not to be sold to the native ladies of the South Pacific islands, nor to the Spanish senoras of South America. A vast amount of money has been squandered in advertising goods to people who did not need them, and could not be made to see that they needed them.

The steps that lead toward successful marketing through advertising are quite obvious, if one can keep his mind on the main proposition, and refrain from looking upon advertising as necromancy. It is in fact the application of the same kind and order of common-sense that we every one make use of all the time in our intercourse with people. Scarcely an hour passes in any of our lives except when we are asleep or are without any human companionship, that we do not apply the chief tenets of advertising.

In the home we are obliged to take note of the temperament, and often of the temper, of wife, son, daughter, and the stranger within our gates, in order that they may understand what we have in mind and may wish to impart to them. We appeal to various people in various language, because we are sensible of their varying personalities and we know that without a discriminating address we will not succeed in influencing them as we wish to. Similarly, we have to make an attempt to discriminate between individuals if we hope to understand whatever they may wish to impart to us.

In advertising it is not possible to consider strictly personal idiosyncrasies, but we must think of masses of people and consider traits that are more or less common to groups, classes, or strati, eliminating the minor traits that appear in individuals in different guises and differently stressed. Circumstance of place, of income, of climate, of peculiar environment of race, of religion, etc., make conditions which are of the greatest moment for advertisers, and they are apt to be spread over tracts, especially tracts that are controlled by similiar industrial conditions.

I am not now going into much detail. When this question of seeing business through its two eyes, advertising and selling, has been disposed of we will be in shape and in mood to take up matters concerning the articulation of that which we have seen in actual practice—following our marketing problems into their contacts with buyers through the more detailed avenues that have been marked out in practice.

The eye of business which we call selling is something quite different from this advertising eye, but we are going to follow the practice of the good optometrist, and deal with one eye at a time, and then see what we can do in the way of suggesting means for bringing them into focus on the field of marketing. We have of course, to do violence to laws of optics, since we mean to stick to the simile we have forced. We are to insist that one business eye perform a separate function from the other, and experiment on focussing them at a considerable distance from their sockets.

\+ \+ \+

General Motors of Canada Ltd., Oshawa, recently used half page space in newspapers announcing "Canada's first trainload of automobiles for export to Great Britain." The train, which left Oshawa on April 18th, carried 315 automobiles, the output of the factory for a day and a half. Consolidated Advertising Service, Toronto, placed the copy.

London Advertising Club Leaves Association

At the annual meeting of the Advertising and Sales Club, London, Ont., on May 8, it was unanimously decided to drop affiliation with the Asociated Advertising Clubs of the World.

"We should put our efforts toward the affiliation of the Advertising Clubs of Canada." declared President George Clark, who introduced the subject. "We will have Hamilton, Toronto and London as a nucleus to work upon, and we will get just as much benefit out of the convention as if we were members. If our club had a reserve to work upon it would be all right, but we should not be prodigal in sending our money across the line. Sixty-eight members at $1.50 a year means something to our finances and this money is going to the A. A. C. of the World. A Canadian affiliation would be better for all."

A motion moved by H. B. Muir and seconded by Mrs. E. C. Bowker, "that we disassociate ourselves from the A. A. C. of the World," was carried amid applause.

* * *

The Dominion Milk Corporation Ltd., Toronto, has recently been using large newspaper space to announce an entirely new product known as Keepsweet Table Cream which they state is not condensed, evaporated or medicated. The account is handled by the James Fisher Company, Ltd., advertising agents, Toronto.

* * *

The Toronto office of *La Presse*, Montreal, has been removed to 201 Richardson Bldg, Bay Street.

* * *

Aviation and Wireless News, published by Adam F. Penton & Co., Toronto, has changed its name to *Wireless and Aviation News*. The latest issue is chiefly devoted to radio activities.

* * *

Canadian Wireless, which bears the sub-title—"Canada's First All-Radio Magazine"—is a new monthly, published by D. R. P. Coats at 11 St. Sacrament St., Montreal.

* * *

Newspapers throughout the country co-operated as usual with the annual advertising drive of the Canada Cycle and Motor Co. Ltd., Weston, Ont.

* * *

A number of changes in the color of Canadian postage stamps are being made, to conform with the new international regulations. A straw colored one cent stamp is being issued to replace the old green cent stamp. The red two cent stamp is being replaced with a green stamp, and should a six-cent stamp ever be issued, it will take the red color hitherto distinguishing the two cent stamp. The five cent stamp is of a violet shade, while the ten cent stamp is blue.

* * *

Major E. L. McCormick, who has had more than 17 years experience in advertising and newspaper work in Canada has joined the merchandising sales staff of Grip Ltd., engravers, Toronto.

* * *

Harold Barton, formerly with the sales department of Grip Ltd., Toronto has joined the sales staff of Dominion Auto Sales Ltd., Toronto.

Counting the Cost

Keen space buyers among Canadian Advertisers and Advertising Agencies count the cost by figuring the price per line per 1000 of circulation.

True, other factors enter into wise space buying, but by this test alone

The OTTAWA FARM JOURNAL

stands easily first among purely Farm Media circulating in the Great Central Dairy Belt of Canada.

The comparative figures taken from A.B.C. Reports for the year 1921, and current rate cards are as follows:—

	Cost per line per 1000 of circulation
OTTAWA FARM JOURNAL	**.0050**
2nd paper	.0052
3rd paper	.0081
4th paper	.0095
5th paper	.0103
6th paper	.0110

OTTAWA FARM JOURNAL circulation is peculiarly valuable because so remarkably concentrated. Less than 600 of its average circulation (in excess of 24,000) is distributed outside the 17 Counties of Eastern Ontario and the four Counties of Western Quebec.

And this distribution is 6000 greater than that of any other Farm Paper in this concentrated territory.

Every copy by mail to a rural or farm home

Average Net Paid Circulation for 1921 . 24,103

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA ONTARIO

BRANCHES—

TORONTO
J.B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

Advertising That Keeps Working!

A client's newspaper campaign ended last September. For the last six months, he has received an average of five telephone calls a day asking for services. The public wants that which will benefit them. Have you a service or product worth offering to a larger community? It will cost nothing to consult

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

WHO is handling your multigraphing?

Probably you have never given it much thought. If you had you would place your business with a firm equipped to handle every detail—Multigraphing, Mimeographing, Direct-Mail Advertising, Mailing Lists, Public Stenography.

Page Steno-Service
Room. 605. Continental Life Bldg., 157 Bay Street. TORONTO
Phones—Main 830 (Evgs.)Park 4876W

NEW BRUNSWICK

is thoroughly covered by

The St. John Telegraph

AND

Evening Times

The Only A.B.C. Newspapers in the Province

H. S. Van Scoyoc, New President of Montreal Publicity Association

At the annual meeting of the Montreal Publicity Association held at the Queen's Hotel on May 17th, H. S. Van Scoyoc, of the Canada Cement Company was elected president. The membership of the association is now up to 346, with an average attendance during the past season of 110 as against 90 the previous year. Seventy-two new members were enrolled during the year.

The association has been particularly aggressive throughout the 1921-22 season, taking part in the daylight saving campaign, which it strongly advocates; the telephone enquiry dealing with the Bell Telephone Co's. application for increased rates; the Montreal census, postal regulations, and other civic and general affairs.

Further to Mr. Van Scoyoc, other officers elected include: first vice-president, H. S. Beecher, advertising manager of Society Brand Clothes, Limited; second vice-president, Charles Holmes; secretary-treasurer, C. N. Valiquet; attorney, Gustav Dutaud, B.A., B.C.L., K.C.; directors, J. D. Adam, of Charles Desjardins and Company, Limited; H. Bartholomew, national publicity; Elie Dechaux, of Dechaux Freres, Ltee.; C. P. C. Downman, Royal Bank of Canada; J. C. Laird, National Cash Register Co., Hercule Lavoie, Alphonse Racine Ltd.; Ed. Michaud, A. Sigmund's, Reg'd.; R. M. Oxley, Canadian National Carbon Co.; A. Renaud, Renaud Motor Supply, Ltd.; Russel C. Ronalds, Ronalds Press and Advertising Agency; A. N. Ste. Marie, of La Presse; J. Alex Stewart, Cluett-Peabody Co.; W. B. Tingle, Imperial Tobacco Co., Joseph H. Valin, William Dow and Company, Ltd.; Henri Viau, accountant; D. L. Weston, Henry Morgan and Company, Ltd.

The association proposes henceforth to have a paid secretary manager, with a fully organized "better business" bureau, which it is expected will mean an epoch-making season for 1922-23.

* * *

J. E. Pierce, formerly advertising manager with the Gurney Foundry Co. Ltd., is now with College Press Ltd., Toronto, in charge of their service department.

New Schedule Issued by Photo Engravers

Schedule "H," a new price list of engravings, effective May 1st, 1922, has been issued by the Cost Committee of the Manufacturing Photo Engravers of Canada.

In a number of classifications the minimum measurement has been cut in half, particularly for color engravings. In the case of Litho Transfer Engravings the measurement minimum is reduced to 20 square inches, while the minimum charge is changed from $5.00 to $4.75, and the charge per additional square inch from 10 cents to 9 cents. This means that a 60 inch engraving which formerly cost $6.55 now costs $9.00 in this classification.

The minimum charge for close cut half tones is changed from $8 to $7, and for vignetted finish from $10 to $9.

For Jewellery half tones the minimum measurement has been reduced from 15 square inches to 5, and the minimum charge from $8.50 to $7.50.

Square cut duo-tone process half-tones now carry a minimum charge of $25 instead of $30 as formerly; close cut $35 instead of $40.

* * *

European Tours Advertised by Pickfords

Canadian Pickfords Limited. Hope Building, Ottawa, are placing some advertising direct in a few dailies, featuring a 56-day tour of Great Britain, parts of Europe and the Battlefields. This firm is the Canadian branch of the well known British carriers who for years carried on an exclusive cartage business; but have more recently organized motor tours throughout the British Isles.

* * *

Hudson Bay Co. Celebrate 252nd Anniversary

The 252nd anniversary of the founding of the Hudson's Bay Company was celebrated by big sales events in their western stores. In Winnipeg the company opened to the public an interesting Historical Exhibit which is to be a permanent museum housed in the company's retail store in that city. Large newspaper advertising including two double page spreads, was used to commemorate the event.

* * *

New Shipping Daily Planned

William C. Empey, publisher of the San Francisco *Guide*, and Wm. Lee Reauveau, publisher of the Portland *Daily Shipping News*, are planning to publish a new daily maritime paper to cover the Vancouver, Puget Sound and Portland field.

* * *

George Bremner, formerly on the advertising staff of the Winnipeg *Tribune*, has joined the sales force of *Saturday Night*, Toronto.

* * *

Frank Bogan, formerly of the advertising department of Wm. Croft & Sons, has been appointed superintendent of the art department of Grip Ltd., engravers, Toronto.

* * *

Grip Ltd., engravers, have moved their Montreal office from 526 Transportation Bldg. to 717 Canada Cement Bldg.

Confectioners Elect Officers

Officers elected at the annual meeting of the Confectionery, Biscuit and Chocolate Industries of Canada recently were: H. L. Cowan, Toronto, President; E. D. Littler, Montreal, First Vice-President; F. McCormick, London, Ont., Second Vice-President; Colin Currie, Toronto, Treasurer. and C. J. Bodley, Toronto, Secretary. The Executive Committee consists of C. Monahan, Halifax; J. S. Pluard, Joliette; Morden Neilson, F. O'Connor, C. E. Edmonds. W. Robertson, Toronto; F. W. Bean, Woodstock; C. C. Wardrobe ,Winnipeg. and D. S. McFarlane, London.

✤ ✤ ✤

Corn Flake Injunction Stayed

A stay of the injunction restraining the Battle Creek Toasted Corn Flake Co., from manufacturing or selling in Ontario, has been ordered by Mr. Justice Ferguson.

A condition of the stay is that there shall be no cutting of prices or granting of bonuses so as to bring the prices below the prices of the plaintiffs'.

The defendants must also give a satisfactory bond in $50,000 as security for any damages or compensation the plaintiffs may suffer by reason of the stay of the injunction.

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An attractive eight-sheet poster has recently appeared on the billboards for Kkovah Salts. A new 24-sheet for Princess Pat Hair Nets, featuring a tennis girl, has also been put up recently.

✤ ✤ ✤

The F. F. Ingram Company of Detroit and Windsor is using quarter and half pages in Canadian magazines featuring their Milkweed Toilet Preparations. The copy is placed through Green, Fulton, Cunningham Co., advertising agents, Detroit.

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An unusual advertisement for the Ford Motor Company is scheduled to appear in Canadian magazines for June, featuring a motor boat equipped with a Ford engine. McConnell & Fergusson Ltd., advertising agents, are placing the copy.

✤ ✤ ✤

Contracts for the Mentholatum Co., Buffalo and Bridgeburg, Ont., have recently been sent out to Canadian magazines by the Desbarats Advertising Agency Ltd., which is now handling the Canadian end of this account.

✤ ✤ ✤

Adam F. Smith, representing the Wm. H. Rankin Co., Chicago, advertising agents, in Toronto, recently started on a trip to the Pacific Coast with the sales managers of the Canadian National Carbon Co. Ltd., the Prest-O-Lite Co. of Canada Ltd., the Northern Electric Co., Ltd., and the Canadian General Electric Co. Ltd. The party will be away about 5 weeks studying conditions in the western territory.

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The Palmer Photoplay Corporation, New York, are about to place their first advertising in Canada. The first copy will appear in magazines for June, placed through Barton, Durstine & Osborn Inc., advertising agents, New York.

✤ ✤ ✤

The Greenfield Tap & Die Corporation, Galt. Ont., have placed their advertising account in the hands of R. C. Smith & Son, Toronto.

The Sign of Service

taking the "ice" out of SERVICE

The origin of that word is problematical. But if it means what it looks like, it should never apply to advertising! It is not indicative of the proper atmosphere.

The creation of ideas, of distinctive copy—the kind that "gets under the skin", the artistic handling of every printing order, from the simple envelope filler to the art catalogue, the preparation of art work that conveys and supports ideas as well as lends color—all this should be "Service" in the highest sense of the word.

But——

What about that element of frigidity? Do you really get

Convincing Copy **Effective Engraving**
Attractive Art **Practical Printing?**

Do *you* get *Service*—the kind with the "Ice" eliminated?

The opening of general advertising offices at 204 Webster Building, 53 Yonge St., Toronto makes it possible to assure you of the type of advertising service that comes of experience and closest attention to mercantile conditions and the trend of public thought. Copy with the much-sought-after "feminine slant" is a specialty.

Your business will be a matter of personal concern.

Your patronage will be appreciated.

Mary M. Murphy
General Advertising
Manufacturer & Agency Service

Address **53 Yonge Street** **TORONTO** *Phone* **Main 2362**

How's Things In Quebec?

In Quebec They Read the Ads— Then Buy

NICELY thanks: Business coming back finely, steamship sailings increased 60%, hotels enlarging accommodation to house bigger tourist traffic, building going on apace—yes, there's every factor in Quebec to make ads pull these days.

Get Results via The **TELEGRAPH** **QUEBEC P.Q.**

RADIO ADVERTISING A NEW DEVELOPMENT

Immense consumer demand springs up overnight for radio equipment. Necessity for advertising appreciated by trade and will likely be extensive.

RADIO advertising promises to bring new grist to the publisher's mill in the near future. Just at present makers of equipment, and dealers, are loaded to the gunwale with orders. Even so, a number of far-seeing firms are advertising for goodwill against the day when the first rush will have been satisfied and the numerous concerns at present organizing will be producing to capacity.

A visit to a number of firms specializing in radio found practically every executive sold on the necessity of advertising for this new industry. Not one pleaded that it was unnecessary owing to a plethora of orders. Looking ahead, they all realize that a period of keen competition awaits them, and they are preparing to meet it by advertising.

"We have made an extra appropriation for radio advertising," said a representative of C. A. Branston Ltd., Toronto, "and we are planning an extensive fall campaign. Radio is essentially a winter pastime because the atmospheric conditions then are much more favorable. Concerts and lectures are more numerous in the winter. Then the winter nights are longer, and the night range greatly exceeds the daylight range. Results are fairly reliable in winter time but less so during the summer. For these reasons we intend to concentrate our radio advertising in a fall campaign. We shall use the dailies and a few magazines."

"There will soon be a pressing need for extensive radio advertising of an educational nature," was the opinion expressed by F. D. MacKay, manager, the Canadian Independent Telephone Co., Ltd., Toronto. "Just at present makers of equiment are choked with orders, but that condition cannot prevail forever. The sudden and overwhelming popularity of radio has taken us all by surprise, and has caused many to give their attention to turning out equipment. When all these concerns get busy there's going to be a lot of in different material on the market.

There can be no question that firms owning or controlling valuable patents will have to advertise extensively to protect their rights. The industry is only in its infancy. New discoveries will be made almost daily, and new patents issued. Only advertising can adequately keep the public informed of the progress being made. Much of the advertising will have to be educational. Unless this note is struck very clearly and forcibly, many who have decided to install an outfit are going to be greatly disappointed. We certainly intend to advertise along these lines, and in order to give prominence to our dealers right across Canada."

LISTEN IN . . .
Hear the Concerts in Your Own Home With a Branston Radio Crystal Receiver
No. R.M. Price complete with high grade set of Head Phones and complete instructions for installation and operation $25.00
No. R.MC. Same as above only mounted on metal covered carrying case, with compartment for Head Phones etc. $30.00
MANUFACTURED BY
CHAS. A. BRANSTON, Limited
Toronto, Ont.

Radio has brought at least one firm into the ever-widening circle of advertisers. "Our first advertisment offered a radio set," said J. T. E. Aikenhead, of the Aikenhead Hardware Ltd., Toronto. "It brought in such a response that we concluded other departments of the business would benefit from a little of the same treatment. We accordingly made an advertising appropriation and ran a series of gardening equipment and radio advertisements alternately. The results of the gardening advertisement were gratifying, although, of course, not so sensational as the radio advertisement, but you may take it that radio advertising has revealed to us the value of the newspapers as an aid to sales."

\+ \+ \+

Advertising Removes the Mud Holes

The manufacturer who overlooks or under-estimates the advantages of advertising is not using the up-to-date machinery necessary to produce results. Advertising in modern business compares with the new boulevard over which we speed in our automobiles as against the country road of ten years ago. By the use of crushed rock, concrete, asphaltum and other ingredients we have been able to take out the mud holes — and advertising has done just this for the selling organization.

\+ \+ \+

Canvassing the Block

We like to think in national terms. We like to have our concerns known as national concerns. We like to say that we have so many salesmen on the road. It sounds so nice when we talk to people to do so in terms of our national distribution and our national organization. It never seems to have occurred to us that possibly we have not canvassed the block that we are in. That is not important. We must make an impression both upon the public and upon the people who are in the same business that we are national in character, how big we are, how formidable and well organized we are, and this is eating into the vitals of business today like a canker. — *George C. Hubbs.*

\+ \+ \+

Profits come from turnovers, and advertising helps to increase the turnover.

"Do Yo Wear a Smile at Breakfast?"

This is the heading of a recent magazine advertisement for the Western Clock Co., but, either through thoughtlessness on somebody's part, or because the cut from a previous advertisement was repeated, the hands of the clock illustrated point to a quarter to four.

Few men feel like smiling when eating breakfast at that hour.

* * *

The Shinn Manufacturing Co. of Canada Ltd., Guelph, Ont., is running copy in the Radio Sections of newspapers advertising Shinn-Flat Amplitone Antennae and other radio apparatus. The James Fisher Company, Ltd., advertising agents, Toronto, have the account.

* * *

The advertising of the Globelite Battery Co., Winnipeg, formerly placed direct, is now being handled by A. J. Massie Ltd., advertising agents, Winnipeg.

* * *

Small copy for "Neet," manufactured by the Hannibal Pharmacal Co., St. Louis, Mo., is being placed in Canadian publications by Gardner-Glen Buck Co., of that city.

* * *

Aluminum for wedding gifts is being featured in daily newspaper copy by Duro Aluminum Ltd., Hamilton, placed through A. McKim Ltd., advertising agents.

* * *

Advertising of Locktite Tire Patches, manufactured by the Locktite Patch Co., Walkerville, Ont., is appearing in the automobile sections of a number of dailies, placed by the Arnold Joerns advertising agency, Detroit.

* * *

A small magazine campaign for Automatic Rapid Electric Cookers, manufactured by The Wm. Campbell Co., Windsor, Ont., is being placed in Canada by Critchfield & Co., advertising agents, Chicago.

* * *

The Halifax *Evening Mail* recently commenced publication of a boys' and girls' paper edited by youths of that city. This supplement, which consists of four pages, appears every Monday evening, instead of Saturday, the usual publication date for newspaper supplements addressed to young people.

* * *

The Montreal Publicity Association, in urging plans for a "clean-up week," is asking department stores and other leading advertisers to include in their copy details of the progress of the week. H. S. Beecher, chairman of the publicity committee, reported that all newspapers had agreed to co-operate. The city is not making a grant, but city officials are co-operating.

* * *

A very interesting article on the marketing of Minty's toilet preparations was given to a large gathering of the Association of Canadian Advertisers, Inc., at their last monthly meeting. F. A. Fairbairn, of Palmers, Ltd., told how samples and analyses were sent to schoolchildren and dentists, so that 50 per cent of the latter recommended it to their clients. Cleanliness was the most important factor in the preparation and appearance. Salesmen were warned to see all soiled packages returned to the factory.

Colonial Bond

Selecting Paper with an eye to its fitness

Commercial Stationery—like clothing or furniture—should be chosen with equal consideration as to style, coloring and value.

The appearance of your business letter is just as important as your own personal appearance.

COLONIAL BOND is a superior, tub-sized, rag content stock with that finish—that appearance of quality which proclaims its fitness for many commercial purposes. It is made in white and colors by The Rolland Paper Company, Limited, Montreal—makers also of "Superfine Linen Record," "Earnscliffe Linen Bond," "Empire Linen Bond" and "Mount Royal Bond."

Your enquiry brings a sample by return mail.

The "R Shield" Watermark

Ask Our Customers About Our Service

Pick at random any half-dozen national advertisers in Canada. Probably four or five out of the six are getting their plates made in one of our plants. Ask them what they think of our service.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St. | TORONTO 185 Richmond St. W. Head Office | London 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

Reaching Your Prospect

If you want to reach all or any portion of Western Canada's buyers the short-cut and the sure way is by using Wiggins Systems Mailing Lists.

We compile mailing lists of every description but specialize in the large territory stretching from the head of the Great Lakes to the Pacific Ocean.

If you sell, or want to sell, in Western Canada you can do it more efficiently through the medium of our Mailing Lists.

Wire or write for information

WIGGINS SYSTEMS LIMITED

A Complete Direct Mail Service

500 Coca Cola Bldg.
Winnipeg
Canada

Get into the Game

Business is full of spectators, standing on the side-lines and watching the efforts of those on the field in their fight against old man Hard Times and his Calamity Howlers. But when he's beaten—as he always is—it's the *players* who get the prize.

Don't watch the other fellow win. Get into the game and share the reward. A Direct Mail campaign will stir up orders and enquiries and lead to better business. We are equipped to render unusually complete service in this respect and will gladly prepare plans without obligation to you.

Call Junction 6204

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6240

Models That Drink Write Cook and Breathe Used in London for Window Displays

Much interest is being taken by Chambers of Commerce, business men, and shopkeepers in a remarkable series of electrical models which may be used for advertising, and are being displayed by a firm in Cecil Court off Charing Cross-road, London.

The models breathe, move their lips and eyes, turn and nod their heads, and move all their limbs just like human beings.

The best of the models represents Falstaff, drinking. He has in one hand a jug of wine which he pours into a mug held in the other hand. He then raises the mug to his lips, swallows its contents and lowers it with a deep sigh of satisfaction!

The wine returns to the jug through a tube running across his shoulders and down his arm, and thus the drinking goes on indefinitely.

Another contrivance consists of a man in a top hat and morning dress who attracts attention by tapping the window with his foot. He then points to the advertised goods, opens his eyes wide, raises his eyebrows, and smiles.

This model is already in one of the windows of Gamage's, Holborn.

Other models include a woman in a new gown who admires herself in front of a full-length mirror; a clerk who puts her hand to her head, thinks, dips her pen in an inkwell, shakes it, and then makes a note; and a housewife who operates over a gas-stove with a saucepan in one hand and a wooden ladle in the other.

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Leslie Rook, formerly with the advertising department of the Canadian Chewing Gum Co., is now with the sales department of the Cowan Co. Ltd., Toronto.

✣ ✣ ✣

Geo. W. Davey, formerly in charge of *Saturday Night* studios, has gone into business as an advertising counsel with offices at 307 Manning Chambers, Toronto.

✣ ✣ ✣

The advertising of the Muskoka Lakes, Navigation and Hotel Co. Ltd., Gravenhurst, Ont., is now being handled by the H. K. McCann Co., Toronto. A limited list of dailies in Canada and the United States is being used.

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Pacific Starch Products, Ltd., New Westminster, is the name of a concern which has just been organized to manufacture potato starch, potato flour, dextrine and glucose. The shareholders are mostly potato farmers in the Fraser Valley, B.C.

✣ ✣ ✣

The Andrews Escott Co., Vancouver, are advertising "Fertabs" for plants, in western publications. The account is handled by A. McKim Ltd., advertising agents.

✣ ✣ ✣

Geo. Battern Inc., advertising agents, New York, are placing a campaign in Canadian publications for Old English Wax for floors, manufactured by the A. S. Boyle Co.

✣ ✣ ✣

The Crude Oil Engine Co. of Canada, Montreal, is using small copy to feature Densil Crude Oil Engines. J. J. Gibbons Ltd., advertising agents, Montreal, handle the account.

The "Week" Craze Catches on in old London

Capt. A. H. Williams, sales manager of Selfridge & Co. Ltd., London, England, the originator of the "Brighter London Week" held during the week of Princess Mary's wedding, recently organized another gala period running from May 22 to 27, known as "Empire Week". One of the features of this "week" was a huge advertising procession through the streets of London, including features from all parts of the British Empire. Living characters representing leading British advertising figures played a large part in the carnival.

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Crandall in Montreal

It is reported that C. F. Crandall, former managing editor of the Montreal *Star*, and more recently of the Vancouver *World*, will remain in Montreal indefinitely, devoting his energies to the Dominion News Bureau Ltd. It is stated that while retaining some financial interest in the Vancouver *World* he will no longer actively participate in its management.

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The Ontario Wind Engine & Pump Co. Ltd., is advertising aerial steel towers and poles for radio outfits. The Baker Advertising Agency Ltd., handles the account.

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Seasonal copy for Glidden Endurance Paint is again being placed in Canadian mediums by Fuller & Smith, advertising agents, Cleveland, Ohio.

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At least one Canadian daily is carrying large copy for the Noiseless Typewriter Co., Middletown, Conn., placed by N. W. Ayer & Son, advertising agents, Philadelphia.

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The Douglas Packing Co. Ltd., Cobourg, is using a strong newspaper campaign featuring "Certo" Fruit Pectin for jams and jellies. McConnell & Fergusson Ltd., advertising agents, Toronto, handle the account.

✣ ✣ ✣

The Crown Oil Refining Co. Ltd., Hamilton, has recently commenced a campaign for Veedol, placed through the Hamilton Advertisers' Agency Ltd.

✣ ✣ ✣

The Harry Horne Co., Toronto, is featuring a new product—Nu-Jell—in small newspaper space, placed through Norris-Patterson Ltd., advertising agents, Toronto.

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The Whole Grain Wheat Co. of Canada Ltd., 26 Wellington St. East, Toronto, is making a feature in its advertising of the fact that no dealers are appointed to handle this product until they have first used Whole Grain Wheat themselves. The copy, which has recently made its appearance, is placed through McConnell & Fergusson Ltd., advertising agents, Toronto.

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Copy is being placed direct in Toronto newspapers by the Bar Rex Company, 37 Yonge Street, advertising Rex Headlight Control. An elaborate "teaser" campaign featuring the slogan "At your finger tips" ran for a week before explanatory copy appeared. The device, attached to the steering wheel, controls the headlights at any intensity

"Radio Life" Soon to Appear

Half-page space in Toronto dailies was taken by National Radio-Homes Service Corporation Ltd., 29 Temperance Street, Toronto, addressed to radio amateurs, to the trade, to manufacturers and the general public, advertising radio apparatus and parts, and announcing the appearance on June 15th of a new magazine to be called *Radio Life*, the first issue of which is to be a review and souvenir number consisting of 120 pages.

Alex M. Moore of *Motor Trade*, published by H. Gagnier Ltd., has resigned to accept the position of business manager of *Radio Life*. Arthur G. Turnbull, instructor in electrical engineering at the University of Toronto, will act as consulting editor.

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More Census Fgures

Two more printed bulletins relating to the Sixth (1921) Census of Canada have been issued by the Dominion Bureau of Statistics. One, dealing with the population of Alberta, shows that the urban population of that province is 222,904 as compared with 365,550 in the rural districts. The population per square mile is given at 2.33.

The bulletin relating to British Columbia gives the urban population of that province as 247,562 as compared with 277,020 in the rural districts. The population per square mile is given at 1.47.

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Ross Leaves "Farmers' Sun"

About 40 members of the management and staff of *The Farmers' Sun* attended a dinner in the King Edward Hotel recently to honor J. C. Ross, managing editor of that paper, who is leaving to accept a responsible position on the staff of the Toronto *Daily Star*. Mr. Ross was presented with a handsome travelling bag. John Hamm, formerly of the *Mail and Empire*, succeeds Mr. Ross.

✤ ✤ ✤

New copy is appearing for Neponset Twin Shingles, manufactured by Bird & Son Ltd., Hamilton, placed by A. McKim Ltd.. advertising agents.

✤ ✤ ✤

The Purchasing Agents' Association of Montreal and district held its last banquet, before the fall session, at the National Club, 179 St. James street, recently and passed a most enjoyable evening. C. G. Jones, president, was in charge. The only approach to business was when lady operators of the telephone company demonstrated phone troubles on a model switchboard.

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The Postoffice Department has issued a statement calling attention to the fact that navigation in the Yukon will be open about the first week in June, and that parcel-post packets addressed to all places in the Yukon will now be accepted.

✤ ✤ ✤

Retail prices of foods showed a further decline during the month of April; the average being $10.26 as compared with $12.28 in April, 1921, and $7.51 in April, 1914.

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The total trade of Canada for April declined 29 million dollars from the total for April last year. The excess of imports over exports was about 15 millions.

What Do *You* Know About *French* Quebec?

Do you still believe in fairy tales, like *The Habitant* and *Jean-Baptiste?* Or do you realize that French Quebec represents over 25 per cent. of the population of the whole Dominion, and is chokefull of actual and potential ***business?*** Without the co-operation of French Canada ***"100 per cent. publicity"*** is an idle dream.

Marketing and distribution problems in French Canada hold no secrets for us. We're here to help you. All and any information cheerfully given. We invite correspondence.

Established for over 35 years Member A.B.C.

"Le Prix Courant"

198 Notre Dame Street, East MONTREAL

The Only Trade Paper Published In French

St. Thomas

is the trade centre of a fertile and prosperous area, the trade from which is assured to St. Thomas

by its central position and location with respect to any other trade centre.

by the attraction of retail stores unsurpassed anywhere in appearance or the variety, quality and quantity of merchandise.

by the excellent and famous motor roads of Elgin County and the concentration at St. Thomas of six lines of railways radiating to all parts of the territory

The St. Thomas TIMES-JOURNAL

is the Home Paper

of the 50,000 people who buy in St. Thomas. It is the only daily published in city or territory and the only daily taken by over 90% of the people.

For effective, intensive and economical service use

The St. Thomas Times-Journal

Daily Net Circulation over 8,500

Results, you say . . .

Well then, take no chances. Write to us and we will prove to you that the cheapest and most effective rural advertising medium of the Province of Quebec is

Le Bulletin des Agriculteurs

688 St. Paul Street W. MONTREAL

French Canada's Leading Farm Weekly

Dairy Farmers are Wealthy!

FOR eight successive years dairy farmers in Canada have enjoyed uniformly high prices. The field is therefore one of established prosperity—prosperity which has placed the dairyman (according to Government Survey) as the highest cash earners per hundred acres of any rural class in Eastern Canada.

Farm and Dairy, established 1880 by a Joint Stock Company of dairy farmers and dairy cattle breeders, is the only publication in Canada specializing on the dairy field. It is the Educational medium of The Nova Scotia Dairymen's Association, The Montreal Milk Shippers Association (English Section), The Eastern Ontario and Western Ontario Dairymen's Associations, and the United Dairymen Co-operative Limited of Ontario. Its circulation is exclusively to men in some branch of the Canadian dairy industry and is mostly concentrated in Ontario — the chief dairy Province of the Dominion.

FARM & DAIRY

The National Dairy Magazine

Member A.B.C.
Reports on request.

PETERBORO, ONTARIO

Control of Selling Costs

Continued from page 460

sale business, due to increases in several of the factors of cost. Thus, the percentage charge for rent is likely to be higher in relation to sales, because the location of a retail shop is likely to be in a high-rent district.

Similarly, the percentage charge for wages paid to shop assistants is likely to be high, in relation to sales, because sales per customer are made in trivial quantities—this as against the quantity sales made by manufacturers or wholesalers to retailers.

But whatever may be the amount of the annual turnover of a retail business, or the percentage cost of the year's trading, both the management and the sales manager should analyse its costings after the manner of the illustrative examples previously employed.

Selling the Principal Thing

The sales manager's job is a perpetual challenge to him, and its magnitude should have recognition and appreciation by every principal and subordinate.

If and when the managing director wants to engage an additional typist, then the $1,000 or so which he or she may cost him becomes the immediate concern of the sales manager: he must sell more goods—a very goodly quantity of them—to recover this extra expense.

The cost of feasting, or of entertainment, when charged up to business expense, means that the sales manager must sell more goods to recover the amounts so expended.

The carelessness or extravagance of principals and employees, in the use of stationery, in the breaking of a chair or latch or pane of glass, or in the destruction of or injury to saleable merchandise, imposes a fresh and weighy burden on the back of the sales manager.

A bad-tempered letter from a principal or bookkeeper to a customer may cause the loss of that customer; and the blow falls on the sales manager; he must restore the lost sales by such methods and practices as may be known to him.

More sales, at a full profit, are the salve of the wounds which a business sustains in the course of the 300 daily journeys each year, and the physician is the sales manager. Cripple or bind him, and hurts may remain to breed congestions and poisons; but given an able and ardent sales manager of big brain and heart unhampered by any fetters and sales will soar; while costings, in the form of a percentage as reckoned on sales, will keep within their predetermined bounds.

Selling and costing must always be in complete alliance if business is to yield in maximum measure its true essence—Profit.

* * *

A new company known as Amalgamated Knitters Limited is being formed in Port Hope, Ont., consolidating the Port Hope Knitting Co. Ltd., and the Cornell Knitting Co. Ltd., of Peterborough; with a capital of $250,000. R. P. Parker, vice president, will be in charge of sales.

* * *

The J. R. Watkins Company, of Winona, Minn., are placing copy in Canadian farm papers advertising Big W Tread Cord Tires. The account is handled by the McJunkin Adv. Co., Chicago.

* * *

A newspaper campaign for the new *Times* Atlas of the World has recently been commenced by The Macmillan Co. of Canada placed through R. C. Smith & Son, advertising agents, Toronto.

* * *

A midsummer campaign for Halliday Homes is now in course of preparation for The Halliday Co. Ltd., Hamilton, by R. C. Smith & Son, advertising agents, Toronto.

A large list of technical papers and a few daily newspapers are being used to announce the consolidation of the National Electro Products Ltd., with the Dominion Oxygen Co. Ltd., Toronto and Montreal. Adam F. Smith, Toronto representative of the Wm. H. Rankin Co., advertising agents, Chicago, is placing the advertising.

* * *

J. P. Patterson, head of Norris-Patterson Ltd., advertising agents, Toronto, left recently on a six weeks trip to Great Britain and Europe.

* * *

The Hamilton Oven Works, manufacturers of electric ovens for bakers, hotels, etc., are using daily newspapers in a campaign that has recently been placed through the Hamilton Advertisers Agency Ltd.

* * *

The Shoe & Leather Journal, one of the Acton Publishing Company's trade papers, has applied for membership in the Audit Bureau of Circulations.

Advertising an Art, not a Science says Lord Leverhulme

Continued from page 454

is true that the Chairman of a Company may dismiss one of the workers, it is equally true, and we often see it, that the Chairman himself is dismissed by his employers, the shareholders. But the greatest employer of all that we have to serve, remember, is the consumer, and unless we serve the consumer wholeheartedly then we suffer. Who is the consumer? Ninety-five per cent. of the things consumed are consumed by the workmen, their wives and families. So we come back to the point that by demanding proper wages, and the supply of the goods he wants, and by being able to take his custom to those who will give him the best value for his money, the workman has the power in his own hands to control his own life and existence. To interfere with tasks that he does not understand, to have well-meaning, well-intentioned people, without experience, advising him to interfere in these matters, could only bring him ruin and distress.

"In the fishing industry, as you know, we have co-partnership. The fishing-boat goes out, and the cash realized for the catch is divided, after fixed rates of pay, to the men in varying proportions, from the Captain downwards, so that we have in this illustration I have taken a working model of the management and control of factories and workshops and of the successful operation of co-partnership in industry."

* * *

McCallum Now Business Manager of Farmers' Sun

H. E. McCallum, who has been associated with the advertising staff of the *Farmers' Sun* for the last two and a half years, has been appointed business manager, effective June 1st, succeeding J. C. Ross in charge of the business and advertising departments of the paper. Mr. McCallum was formerly with the Toronto *Mail and Empire*.

* * *

Finding the Best Media

An advertising agency seeking to determine which were the weak and strong papers in certain fields adopted an unusual plan. The agent prepared a glowing reading notice about the product which he sent to every paper in every field in which he expected to advertise. The papers which refused to print the article as he wrote it got the advertising, and the publications which did print it were put in the discard.

- WINNIPEG -
AND
WESTERN - GROCER

A Semi-Monthly issued on the 1st and 15th

BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL REACHING THE GROCERY TRADE IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

PRINTING

YOU have many standard forms your supply of which is renewed from time to time by sending a sample to your printer and asking him to print a set quantity, same type, and same stock.

For such work only the modern jobbing presses can give efficient production.

We are equipped to handle this type of work to best advantage—good, clear printing at low cost.

TRY US WITH YOUR NEXT ORDER

The Commercial Press, Limited

51 Wellington Street W.

TORONTO

WE BELIEVE

Many a pleasing advertisement has lost its effectiveness through the fact that the printing plate sent out has not reproduced anything like the proof off the original.

This possibility is greatly minimized when your plates are sent from

The CENTRAL PRESS AGENCY, Ltd.

110 YORK STREET, TORONTO

F. DIVER, PRESIDENT

ELECTROTYPING, LEAD MOULDING AND STEREOTYPING

Can "Marketing" Help YOU?

Since its inception "Marketing" has spared neither time nor trouble in rendering service to those of its subscribers who asked for special information or advice.

As advertising headquarters in Canada, the office of "Marketing" and "Lydiatt's Book" has been the starting point from which scores of British, American and Canadian manufacturers have made their plans for advertising in the Dominion, every day has brought its quota of requests for addresses of supply houses, publishers etc., but until to-day we have never made any announcement of our readiness to render this service to advertisers.

WITH this issue the Information Bureau of "Marketing" formally offers to readers of the publication and to manufacturers of every nation desirous of introducing their goods to the Canadian market, or of improving their selling or advertising methods in Canada, a service which up to now has been rendered informally.

It should be clearly understood that under no circumstances are fees or commissions accepted for services rendered. Much of the information must of necessity be given in confidence, and the publishers, while sparing no pains to help bona-fide enquirers, reserve the right to refuse to answer queries, at their discretion. Minor enquiries may be made by telephone or wire but questions calling for research work or confidential answers must be made by letter and signed by responsible persons.

The nature of the services at the disposal of our readers and their friends can be gauged by the following questions taken at random from recent files :

What proportion of our gross turnover should we spend on advertising?

Advise us by wire collect, where we can obtain clocks for advertising purposes?

Will you give us some data which will help us to choose the agency best fitted to handle our business in Canada?

Can you recommend a suitable man to take charge of our advertising dept.?

Where can we buy lantern slides for advertising?

We are planning to do some advertising in the weeklies, can you give us a list of papers which run a column devoted to .....?

We understand that a western merchant in our business recently put through a very successful advertising campaign, can you give us details so that we may use a similar plan in our territory?

For our own use we prepared a list of all the babies registered in this section since Jan., 1921. Do you know of anyone who would care to buy this list for advertising purposes?

Can you give us the Milline rate in the Canadian newspapers?

Would you furnish us with data to help us convince our head office in the U.S.A. that it would pay them to advertise in Canada?

Here are some interesting extracts from letters received by this department:

"Thank you for the assistance given us in finding suitable distributing houses in Eastern and Western Canada."

"We have to thank you for your help in finding us suitable agents in Manchester, England."

"Many thanks for the help you gave us in investigating the Canadian market for our products."

"Thanks for prompt attention to our wire calling for copies and rates of certain Canadian publications."

What is YOUR problem? Perhaps we have the answer

Address your enquiries to "Marketing" 27 East Wellington Street, Toronto, and mark the envelope "Service Bureau"

Halftone reproduction of Offset Process Poster in full color for William Neilson Limited

"Standard Posters Dominate"

We are the Sole Makers in Canada of Posters by the "Offset Process"

ON Canadian boardings, attracting widespread attention by their beauty of color and design, are the first OFFSET PROCESS Posters ever produced in Canada.

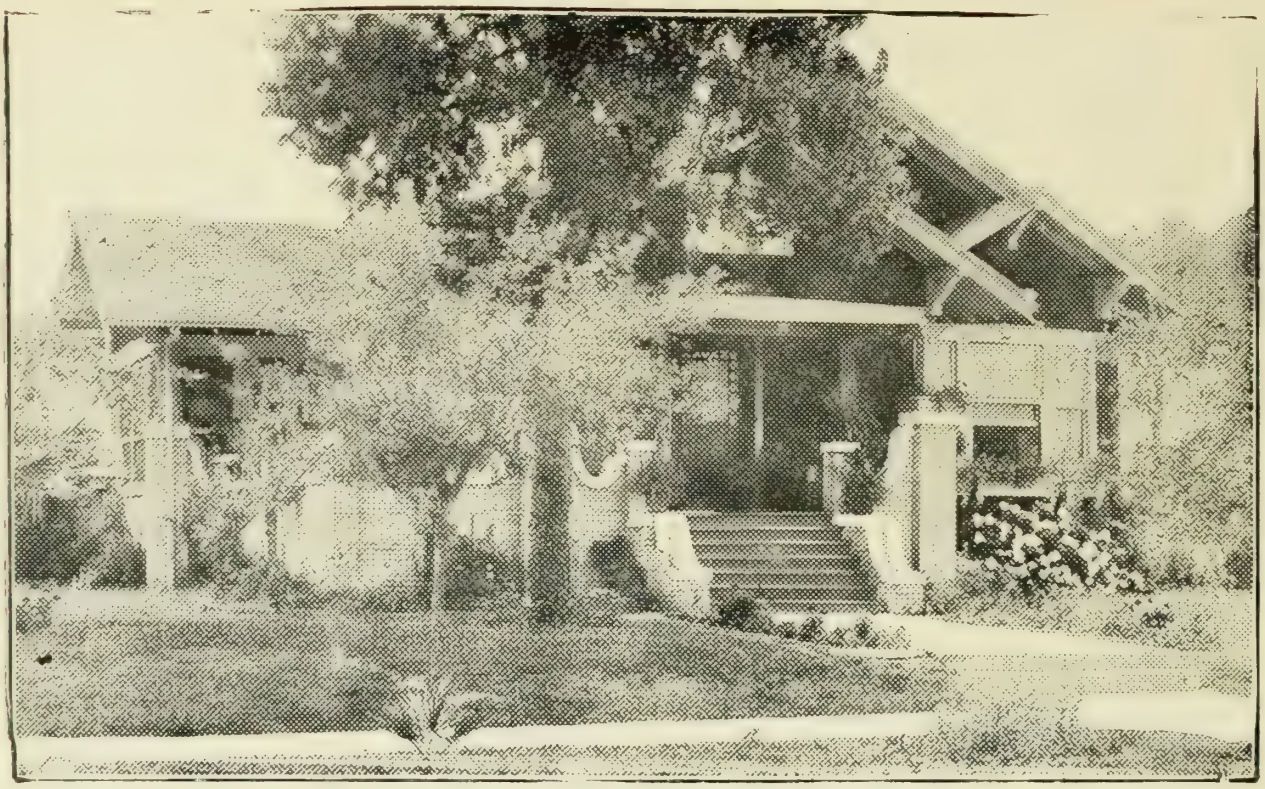
They have all the qualities of compelling and profitable poster advertising. They dominate!

This process gives the most attractive depiction of your goods, allowing exact reproduction of every detail of design and beautiful gradations of color. The Offset Process is a fast process, and posters made by this process stand the effects of sun, rain and sleet without deterioration.

STANDARD POSTERS DOMINATE. Their distinction and selling value make an instantaneous and lasting impression on Consumer and Dealer.

The Standard Lithographic Co. of Canada, Ltd.

100 Sterling Road - TORONTO



They Own Their Own Homes in Halifax

MACLEAN'S Building Reports establish the fact that more than half the people of Halifax own their own homes—a higher percentage than throughout Canada as a whole, and a far higher percentage than in the States.

What's more, the census was taken in the wake of the Explosion which drove thousands from their dwellings. Later figures would show a higher percentage still of home owners. Those who don't own their own their own homes are on the way to getting them.

A home owning people is a prosperous people—ready to buy because able to buy. The Halifax Herald and The Evening Mail have a net paid circulation of within a dozen of 15,000 daily in the City of Halifax—as against 6,032 for the next nearest COMBINATION of papers.

The Halifax Herald---The Evening Mail
The Sunday Leader

First by far in Halifax - Supreme in Nova Scotia

Volume XVI.
Number 12

TORONTO JUNE 15th, 1922

10 Cents a Copy
$1.50 a Year

Marketing and Business Management

Featuring Travel, Resort and Hotel Advertising

See the Wonders of the Saguenay
as Jacques Cartier
Saw Them 400 Years Ago

AN illustration that catches your eye—a heading that fires your imagination, and "copy" that lures you eagerly aboard ship to enjoy the trip "Niagara-to-the-Sea"—

That is the combination we use in preparing the Advertising of Canada Steamship Lines Limited.

Our formula for Advertising Success is to first find the distinctive, individual argument for a commodity—then present that argument in the most appealing way.

We have formulated the right selling argument for a wide variety of campaigns; ranging from Steamships to Screw Nails. If you are still searching for the big sales appeal for your product, why not call us in to help you develop it?

THE Advertising Service Company LIMITED

220 Yonge Street, TORONTO

70 McGill College Avenue, MONTREAL

PUBLISHED SEMI-MONTHLY AT TORONTO, CANADA, BY MARKETING PUBLISHERS LIMITED

SIMMONS . LIMITED

EXECUTIVE OFFICES - MONTREAL, CANADA

FACTORIES

EASTERN DIVISION	MONTREAL
GREAT LAKES DIVISION	TORONTO
PRAIRIE DIVISION	WINNIPEG
NORTHWESTERN DIVISION	CALGARY
PACIFIC COAST DIVISION	VANCOUVER

REPLY TO
24 JEFFERSON AVE
TORONTO, ONT.

SERVICE STATIONS

HALIFAX.	REGINA
ST JOHN	SASKATOON
MONCTON	EDMONTON
LONDON	VICTORIA

May 25, 1922.

The Ontario Furniture Company,
London,
Ont.

Gentlemen:-

When we were first advised by our London branch that you had sold 756 Simmons Felt Mattresses during your Spring Sale, we could hardly credit the information, but now that it is a well known fact, we must confess to unlimited surprise.

Your Spring Sale of Simmons Mattresses was undoubtedly the largest ever held in Canada in any city the size of London. We may go farther and state that this sale, so far as available information is concerned, has never been equalled in any similar city in America.

It is difficult for us to figure out the exact causes but we have decided, in the first place, that we must give a large part of the credit to our continuous and compelling advertising campaign in the London Free Press, and secondly, to the good name that Simmons goods have, coupled with your own good reputation.

Please do not regard this letter as just a flattering communication. We look upon it as a historical record of real merchandising.

Yours very truly,

SIMMONS LIMITED.

R H Bowes

Manager,
Great Lakes Division.

RHB/C.

ADDRESS ALL COMMUNICATIONS TO COMPANY NOT INDIVIDUALS

The London Free Press covers
81 per cent. of the homes of London

MACLEAN'S

"CANADA'S NATIONAL MAGAZINE"

There are certain literary works and certain publications that are to be found in a great majority of the homes of the cultured, well informed, successful and influential people. MacLean's Magazine distinctly belongs in this classification.

The character of the editorial contents of MACLEAN'S unmistakably identifies the class of people whom it interests.

It is obvious that any manufacturer who secures acceptance of his product amongst the class of people who subscribe to MACLEAN'S MAGAZINE has made real headway toward solving his merchandising difficulties in the Canadian market. The stamp of their approval means nation-wide acceptance.

Quite apart from and in addition to their great individual purchasing power is the tremendous community influence which they exert upon others who are guided by their judgment and who follow their example.

Advertising in MACLEAN'S MAGAZINE puts the manufacturers announcement before the influential "leadership" families in every buying community from coast to coast, and at once gives his product the prestige of national distribution and national sale; it establishes it at once as a product that is known and accepted and sold right across the whole Dominion.

Needed In Canada

It is a very important matter for Canada to have a national magazine like MACLEAN'S, discussing as it does current matters of national interest to Canadians in every Province of this broad Dominion.

While it is true that the leading citizens in every community are regular readers of the important daily papers, it is likewise true that this particular class of individuals demand a certain kind of information and a certain class of reading matter which a newspaper does not give, and which only is available to them through the national magazine—MACLEAN'S.

MACLEAN'S is edited with a serious purpose. It is published with the idea of bringing about a **united** Canada.

People in all parts of the Dominion must be made to realize that Canada as a whole is of as great importance as is the particular part of Canada in which they reside. National problems arise which must be brought before the intelligent and alert-minded element in every community.

All this MACLEAN'S does in a broad and thorough manner. It is bought and read by this leading and influential element in all parts of English-speaking Canada from Halifax to Vancouver.

The MacLean Publishing Co. Limited
143 University Avenue, Toronto, Ontario

In Performing a national service for Canada, MacLean's at the same time presents an unparalleled opportunity for manufacturers who desire to establish for their product a national standing, a prestige and a quality reputation among the Canadian people.

CANADIAN GROCER IN WESTERN CANADA

In Manitoba there are approximately 48 towns and cities with population over 500. CANADIAN GROCER goes into 70 different post offices in that province—22 centres under 500 population.

In Saskatchewan the number of towns above 500 population is about 65. Yet CANADIAN GROCER goes into 207 post offices in the province—142 towns under 500 population.

In Alberta the figures are approximately 45 and 115—70 towns more.

In British Columbia 47 and 74—27 more.

These figures give concrete evidence that our circulation organization does not only "hit the high spots," but gets into the stores of the big buyers in the small towns where customers buy almost entirely on the recommendations of their own merchants.

CANADIAN GROCER is received every week by these buyers by paid invitation only—there is no free list—and every buyer pays the full subscription price.

CANADIAN GROCER

Publication Office — 153 University Ave., Toronto

Vancouver Winnipeg Montreal

Member Audit Bureau of Circulations. Member Associated Business Papers.
Member Canadian National Newspapers and Periodicals Association.

Your Introduction to OTTAWA

It's natural to rank the introduced, to a large degree, by your opinion of the introducer.

If you introduce your product to Ottawa through ***The Citizen*** you'll be sure it is fully and favourably done—because The Citizen covers this field completely; and its advertising columns are read with ***confidence.***

The Citizen excludes

from its columns all patent medicine and semi-medical advertising of every description, doubtful financial offerings, loan sharks, matrimonial offers, fortune tellers, palmists, massage parlors, hair growers, hair removers, fat producers, fat reducers, and mining and oil stocks, and any other advertising that should not be found in a Clean Home Newspaper.

The Citizen

A Clean Constructive Home Newspaper

OTTAWA, CANADA

Members A.B.C.

City & Suburban	Total Circulation
26,486	30,404

DOMINATE OTTAWA! Create maximum impression at one cost by concentrating your advertising in the newspaper "nearly everybody reads"

La Patrie shows

Tremendous Gains in Circulation

Why?

Apart from the fact that LA PATRIE is giving its readers greater news value than ever before, over 400 more new dealers are now selling LA PATRIE in the City of Montreal as compared with a month ago.

At the present time over 2000 newsdealers are selling LA PATRIE on the island of Montreal—these dealers are selling LA PATRIE because the people are insisting on having LA PATRIE.

Local advertisers have been quick to grasp the significance of this fact and have, within the past two months, placed contracts amounting to 1,800,000 lines.

La Patrie

Member A.B.C.

LA PATRIE PUBLISHING CO., LIMITED, MONTREAL

BRANCH OFFICES:

TORONTO, ONT.—Mr E. J. GUY, Rep., Royal Bank Building, King & Yonge Sts.
UNITED STATES—E. Katz Special Advertising Agency, Rep., 58 West, 40th Street, New York; Harris Trust Building, Chicago, Ill.; Waldheim Building, Kansas City, Mo.; Candler Annex Building, Atlanta, Ga.; Monadnock Building, San Francisco, Cal.
LONDON, ENG.—Mr F. A. SMYTH, 29 Ludgate Hill

THE present issue is the first of a series of Feature Numbers which MARKETING proposes to publish as part of an intensive, constructive programme, partially announced in this column of the last issue.

* * *

Here we have reviewed the advertising of railroads, steamship lines, resorts, hotels, etc., giving the selling and advertising experience acquired in this particular line of business.

* * *

Our object has been to present, wherever possible, the successful solutions of problems which, while they may appear on the surface to be peculiar to one particular line of industry, actually have a very broad and general application.

* * *

Those sales executives are most successful who search for and adapt to their own needs the ideas and methods of innovators in unrelated industries. And it is in the hope that MARKETING may be of service in circulating helpful ideas and plans that these numbers have been undertaken.

* * *

Another series of Feature Numbers, which will commence with the next (July 1st) issue, are to concern themselves with the six major markets of Canada, setting forth the geographical, racial, occupational, industrial and other advantages of each of these territories in the following order:

The Maritime Market
The Quebec Market
The Eastern Ontario Market
The Western Ontario Market
The Prairie Market
The Pacific Market

* * *

Those who are familiar with LYDIATT'S BOOK will realize that no organization on this continent is better fitted by experience to compile market data regarding Canada than our own. These numbers, beginning with the Maritimes, will furnish specific information about each territory that cannot fail to be of much value to everyone interested in merchandising in this country.

* * *

Comments from our readers on this double-barrelled programme of Industrial and Market Numbers will be heartily welcomed.

Marketing and Business Management

Only Independent Journal of Canadian Sales and Advertising Interests

With which is incorporated
ECONOMIC ADVERTISING
Established 1908

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Published on the First and Fifteenth of Each Month by
MARKETING PUBLISHERS LIMITED, Toronto, Canada

Entered in the Post Office at Toronto as second class matter.

Member Audit Bureau of Circulations.

W. A, LYDIATT, Editor.
J. L. LOVE, Associate Editor.
JOHN C. KIRKWOOD and LOUIS BALSAM, Contributing Editors.
BERTRAM R. BROOKER, Business Manager.

SUBSCRIPTION RATES—To addresses in Canada, United States & Great Britain, $1.50 a year; elsewhere $2.00. Payable in advance. Single copies 10 cents.

ADVERTISING RATES—18c. an agate line per insertion. Special contract discounts on application. Forms close 10 days preceding issue.

ONTARIO

AND

The Choice of the Farmer

BELOW are given the absolute and guaranteed Ontario circulation figures of the principal weekly farm papers distributed in the province of Ontario.

The Family Herald & Weekly Star	***38,975***
THE CANADIAN COUNTRYMAN	31,627
THE CANADIAN FARMER	24,498
THE FARMER'S ADVOCATE	23,118

The above papers are all members of the Audit Bureau of Circulations

THERE IS NO DECEPTION HERE

FOR RATES AND OTHER INFORMATION WRITE THE ADVERTISING MANAGER

The Family Herald and Weekly Star

CANADA'S NATIONAL FARM JOURNAL

MONTREAL, *Established 1870* **CANADA**

BRANCH OFFICES

New York	Toronto	Winnipeg	Chicago
DAN A. CARROLL	M. W. McCULLOUGH	V. F. BLAKE	J. E. LUTZ
Representative	Representative	Representative	Representative
150 Nassau Street	182 Bay Street	457 Main Street	78 E. Madison Street

London, England: M. A. JAMIESON, Representative, 17 Cockspur St., S.W.1

SEMI-MONTHLY MAGAZINE OF CANADIAN BUSINESS

Marketing and Business Management

TEN CENTS A COPY ONE-FIFTY A YEAR

Vol. XVI. JUNE 15th, 1922 No. 12

SELLING SEA VOYAGES

Buying a ticket to Europe costs as much as an automobile but involves more consideration. Short sea passage, moderate tariff and large number of British-born tourists make St. Lawrence route popular

WRITTEN FOR MARKETING BY A STEAMSHIP OFFICIAL

OCEAN travel, considered from the selling angle, is something that has peculiar problems and is more or less difficult to sell. It cannot, of course, claim the monopoly of those qualities—every commercial product has its own peculiarities and its difficulties—but selling steamship passages is a little out of the ordinary because it deals in the deepest fundamentals of human nature. Moreover, it is selling something expensive, something that is regarded as a luxury, something that the average man buys only once or twice in a lifetime.

The whole transportation business, of which ocean travel is a branch, is for that matter a peculiar one. It seems to challenge every brain-cell that the prospective purchaser has. The majority of the things we buy, from a pound of sugar to a hotel room, we buy rather casually; that is to say, these purchases bring into play only one angle of our mentality. We do not regard them with any very great seriousness, and if they are unsatisfactory only that particular part of our equanimity is disturbed which has a craving for that one particular thing.

But when the average man buys a ticket to Europe his entire stability seems shaken. To some extent he roots himself up—maybe, even voluntarily, changes his own destiny. He buys something that profoundly affects his whole contact with life; he buys not only transportation, but also sleeping accommodation, food, health, educational recreation, luxurious surroundings (especially these), speed, personal service, opportunities for enlarging his mental horizon and his circle of friends, novelty, and a great many other things that are implied in "ocean travel." Hence the average man will ponder and worry a great deal more about a holiday trip to Europe, costing on the whole something less than the price of an average automobile—and incidentally worry a great many overworked steamship clerks—than he would do if he were actually to buy the automobile itself.

Ocean travel divides into two kinds, business and tourist. On the Atlantic Ocean, there is a third class, immigration; but that moves in one direction only, westbound, and is a little outside the scope of the present article. With business travel we need have little concern. If a man has to go to Europe, then he has to go, and that is the end of it. All the salesmanship necessary would be a series of berth plans, a convenient list of sailing dates, and a fleet of fast steamships. Between the United States and Europe there is always a great deal of this kind of travel, much more, in fact, than between Canada and Europe. The giant liners that ply out of New York, the Aquitania, the Majestic, and so on, are awe-inspiring evidences of the tentacles of commerce that link the two continents together.

CANADIAN PACIFIC
"Empress" Express Route to Europe
Via Quebec and the St. Lawrence
Only Four Days on Atlantic to
CHERBOURG-SOUTHAMPTON-HAMBURG
Largest Steamships sailing from any Canadian Port
Empress of Scotland 25,000 tons.
Empress of France - 18,500 tons
Shortest and most comfortable route, with express rail connections to the chief cities of Great Britain and the Continent.
London or Paris from Quebec in a Week
Berlin in Nine Days
via the Sheltered St. Lawrence
The EMPRESS OF SCOTLAND is the new queen of the Canadian Service — a magnificent oil-burning vessel with every appointment for the comfort of the traveller. Twelve public rooms, including regally decorated ball-room, music room, smoking rooms and palm garden
All the Empress trans-Atlantic liners have large well-ventilated state-rooms and service and cuisine to satisfy the most experienced travellers.
The Canadian Pacific also offers a splendid one-class service between Montreal and Quebec and Liverpool, Glasgow, Southampton and Antwerp
Canadian Pacific Railway connections from all parts of Canada to Montreal and Quebec.
Everything Canadian Pacific standard—none better
Tickets and Reservations at all Canadian Pacific Offices throughout the World

C.P.R. advertises its steamship service extensively in the United States as well as in Canada

But if ocean traved consisted merely of this kind, the big fleets which compete for Atlantic business would be unnecessary, even out of New York. From Canada the total movement would be so small that the present fleets could be considerably reduced, so much so, perhaps, that the infrequency of sailings from Canadian ports would compel a large number of Canadian travellers to sail from New York. The tourist business is a very important factor in trans-Atlantic travel, both from New York and from the St. Lawrence ports. There are, of course, no statistics available, but the guess might be hazarded that out of the total volume of eastbound Atlantic business sailing from Canadian ports during the course of the year at least 50 per cent is pleasure travel.

Probably as regards Canada the proportion is higher than for the

United States, for in this country we have a much larger number of British immigrants in fairly well-to-do circumstances, to whom a trip to see the old folks every four or five years is practically a fixed habit, whereas in the United States the average immigrant nowadays is a non-English speaking immigrant drawn from peasant stock who regards the land of his nativity with no particular emotion. The outstanding difference between tourist travel to Europe from Canada and from the United States is that in the case of Canada the ocean traveller has a definite objective, such as to visit relatives, while in the case of the United States he is out for a holiday in a foreign country.

In any case, however, the tourist business is a very seasonal one, concentrating itself into a comparatively

To Europe
FIRST CLASS
by the
MEGANTIC
Those travellers to Europe who desire every luxury and comfort that is possible in ocean travel always book their passage on the S.S. Megantic. The Megantic is the ONLY steamer carrying first-class passengers from Montreal and Quebec to Liverpool.
Megantic - May 20
LATER SAILINGS
JUNE 17 JULY 15
A White Star Steamer sails every Saturday
White Star-Dominion Line

How the White Star advertises one ship to each advertisement instead of the whole fleet.

short period. Eastbound travel commences in grim earnest with the opening of navigation of the St. Lawrence, and reaches its peak during June; the return business reaches its peak about the end of August. Not the least problem that besets the steamship man is to provide enough equipment to handle the peak-load business and then to keep it busy during the "off" months.

It may not be altogether without interest to throw sharply into outline the remarkable progress made by Canada during the last few years as a factor in trans-Atlantic shipping. Canada has four Atlantic ports —Montreal, Quebec, Halifax and St. John, the last-named two of which are chiefly winter ports, while Quebec is really an outpost of Montreal. Montreal has become the second largest port of America, far transcending every other except New York. During the summer season of 1922 that is, from May to October inclusive—29 passenger ships will sail from the two St. Lawrence routes, with about 157 sailings and with a total tonnage of nearly 390,000. From New York there will be 75 ships, with about 420 sailings and with a total tonnage of about 1,120,000. In other words, despite the tremendous competition of New York with a population behind it about fourteen times that of Canada, Montreal now handles about one-quarter the total passenger business of North America. Some idea of what these 29 Canadian ships represent can be found in the fact that if they sailed simultaneously, and filled to capacity, they would carry, irrespective of their crews, over 35,000 people, or in the entire six months say nearly 200,000.

To get that volume of business would be in any case a man-sized job, and could not be contemplated without heavy advertising; but to get it from Canada alone, with its small population and with the keen competition of the New York lines, all of which advertise extensively in Canada, would be well nigh impossible. Every Canadian steamship company must therefore look to the United States to obtain business. The St. Lawrence route has many advantages; it has the "two days on the sheltered river and gulf" that each company features heavily, and which certainly has a very direct and human appeal to those afflicted by sea-sickness. And then, from practically all points in the United States west of Buffalo, it is just as convenient and just as quick to reach Montreal or Quebec as it is to reach New York.

Strong Points Canadian Service

Another attraction of the Canadian service is that they specialize in the more moderate priced accommodation. In these days of high fares one has almost to morgage his home to buy a first class passage out of New York on one of those immense floating hotels; and because of that there is a great vogue in the one-cabin class of steamship, where you practically get first class accommodation on a somewhat slower ship for a little more than second class fare on one of the "flyers." Many big steamship men predict that the future of trans-Atlantic travel is in these one-cabin steamships; at all events, at least 20 out of the 29 which sail from Canada are of this type.

During 1920 and to some extent during 1921 it was not difficult for the Canadian lines to obtain American business. There was such a heavy volume of trans-Atlantic travel that the Canadian companies got the overflow, without asking for it. At the present time there are four important steamship companies trading out of Montreal and Quebec, three of which (the Cunard, the White Star-Dominion and the Anchor-Donaldson) are affiliated with larger companies in the United States and benefit by the interchange of business. The other, the Canadian Pacific, plays a lone hand, and trades from Canadian ports only, and has to secure its American business by its own efforts. But the Canadian Pacific has never been particularly modest in advertising itself; it is advertising its steamship services, as it does its rail service, very heavily in the United States, and it is, so far as the writer has observed, the only all-Canadian company to advertise in full pages in the highly expensive *Saturday Evening Post.*

During the last few years a great change has come over ocean travel advertising. There was a time when steamship companies used no other kind of advertising except an announcement of sailing dates. That form of advertising is still very popular, and many practical traffic men will insist that it is still the best. "It is not the function," they argue, "of our advertising to instil a desire to travel. That is reserved for other agencies which are better in a position to do it than we ourselves, and

The Cunard banks heavily on the prestige of the Cunard name.

which have the enormous financial resources necessary to do it properly. All we do is to provide the transportation, so that when the desire has fructified the enquirer looks in his daily newspaper to find a sailing that suits him. It is usually the head of the family, anyway, who pays for the ticket, and he is largely responsible for the choice of ship, and therefore advertising in morn-

ing daily newspapers, which are read primarily by business men, is very profitable."

There is a certain amount of logic to this viewpoint, and, as has been said, this form of advertising is still used, especially in the appeal to the business traveller. He looks up the shipping page when he wants specific information, as he would look up the dramatic page when he wants to see a show. Looking over a few Canadian and American newspapers, the writer hazards that hundreds of thousands of dollars a year are spent in advertising steamship sailings. But even in this direction a great improvement over five or six years ago is apparent. The set-up of the advertisement is necessarily at the mercy of the local compositor, and cannot be standardized, but one notices much snappier headlines, the use of mortised borders (such as that of R.M.S.P.) and so on.

Service Now Featured

Up to a year or two back, too, the steamship companies practically used only daily newspapers; now they are using national magazines also. The magazine copy, particularly that advertising Pacific service

Showing how even a list of sailing dates may be brightened up.

and the winter cruises (both the Canadian Pacific and the White Star - Dominion now run winter cruises to the West Indies) is a little more "juicy," as a steamship man puts it—meaning that they give some prominence to the delights and pleasures of of foreign travels and seeing strange countries. But the greater part is "service" talk, and simultaneously the new type of newspaper copy is appearing, in which "service" is featured rather than dates.

This "service" copy is interesting because it illustrates the degree of freshness which may be imparted to so apparently hackneyed a subject as a steamship. You would think, when you had said that a ship was large, fast and luxurious, that you had sail all there was to say. But look, for example, at this instance of Cunard advertising (the Cunard have just re-entered the Canadian trade after several years absence) which offers day by day some different angle of the service and equipment of their ships, cleverly built up around the prestige that inheres in the name Cunard. Or here, again, is the White Star featuring a single ship, while the Canadian Pacific links up the story of its fast service with the statement that "everything is Canadian Pacific standard—none better."

It is predicted that this year will see an unusually large volume of trans-Atlantic travel. It may not, perhaps, be so heavy as 1920, when the traffic which had been pent up for five years all sought release in one season, but it will undoubtedly be very heavy. An enquiry which the writer made the other day at a steamship counter brought the response that they had waiting lists on almost every steamer during May, June and part of July; and travel is something like the rocket in that what goes up must also come down. Even though business is rotten, foreign trade dead, and the westward flow of immigration to both Canada and the United States impeded by governmental restrictions, tourists will continue to come and go between the two continents.

♦ ♦ ♦

CANADIAN HOTELS EXTENSIVELY ADVERTISED

Canada Steamship line successful in attracting wealthy Canadian and American families for its summer resort hotels on Lower St. Lawrence, using high class magazines.

FOR several years the Canada Steamship Lines have successfully advertised their hotels at Tadousac and Murray Bay. Both of these hotels are exclusive summer resorts on the Lower St. Lawrence and cater to the best American and Canadian families. Canadian and American newspapers are used and a number of the better class American magazines such as *Vogue, The Spur, Town and Country* and *Golf Illustrated.*

The advertising naturally appeals to monied people seeking a summer home for their families, and it offers complete immunity from malaria and hay fever. The health aspect is emphasized throughout as being a feature of both hotels where "sea breezes mingle with pine." Unexcelled cuisine, every comfort, salt water swimming pools, tennis, golf, saddle horses, are "selling points"

Hotel Tadousac
Tadousac, Canada
A beautifully situated exclusive hotel on the lower St. Lawrence at the mouth of the far-famed Saguenay River
This Hotel thoroughly modern with all conveniences caters to the best American and Canadian families. Fine private fishing camps for Hotel guests only, golf, lawn bowling, etc., all in connection with the Hotel. Hotel reached by Canada Steamship Lines Steamers. Hotel opens June 15th
Write or Wire for Booklet to
F. G. BOWEN, Manager TADOUSAC, CANADA
or
THOS. HENRY, Supt. of Hotels Canada Steamship Lines Ltd MONTREAL

This type of advertising pulls more than enough each season.

effectively brought out in all the advertising. Each advertisement advises early booking and offers a booklet giving further particulars.

This advertising has been successful in filling the hotels at Tadousac and Murray Bay as well as the summer cottages at the latter point for several years past. As both resorts are served by the Canada Steamship Line of steamers, both departments of the company's enterprise have benefited. The advertising has made both hotels favorably known throughout the Eastern States and Eastern Canada, and if reservations are not made sufficiently well in advance, it is impossible to get accommodation. The pulling power of the copy has been such that on more than one occasion the advertising schedule has been cancelled before completion owing to both houses being booked to capacity.

HOW AN HOTEL SELLS ITS SERVICE

A large modern hotel has many "selling points." How the entire service is kept sold to city guests and out of-town visitors told in an interview with MARKETING

By E. R. Pitcher
Assistant Manager, King Edward Hotel, Toronto

LIKE the liner at sea, a large modern hotel is a small city in itself. Between the two, however, there is a radical difference. When the liner slips her moorings she has on board a clientele for the duration of the voyage. The big hotel, on the other hand, must renew the register of its guests daily. Unlike the store situated on a busy corner, a hotel cannot count upon a certain percentage of the thousands who pass by coming in to do business. Just as a theatre must attract its audience nightly, so a hotel must sell its service to a different set of guests each day.

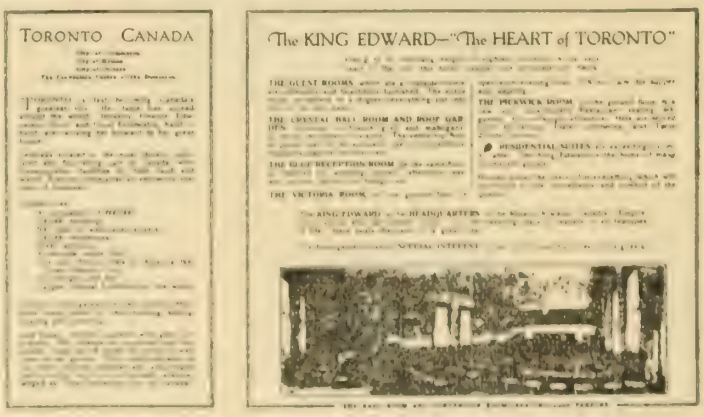
The peculiar problem set for hotel advertising to solve is, How can the plant be kept operating on a paying basis from day to day? Each day must pay its way, for tomorrow's profit will not make good today's loss. Expenses are running on whether the hotel be full or empty. Staff and equipment must be maintained whether used to capacity or not. It is a problem that is exactly paralleled in no other industry, and for that reason selling hotel service by advertising has certain features peculiar to itself.

The day has gone when hotel advertising was represented by the tout who thrust a piece of cardboard into the stranger's hand as he stepped from train or steamboat; or by the insistent porter who jostled his rivals in a struggle to secure the raveller's grip. Travelling has become such an everyday occurrence that the selection of a hotel is made almost simultaneously with the choice of a route. The least experienced traveller will hardly arrange a trip to the city without first ascertaining something of the hotel accommodation suited to his means and taste. The function of hotel advertising, as addressed to out-of-town prospects, is to reach the transient guest and sell him the hotel service before he sets out on his business tour or trip.

It is not to the individual hotel's advantage that the traveller should arrive with an open mind on the subject of hotels, and in all its advertising, the hotel seeks to influence the transient's mind so that on arrival he will instinctively turn towards its door. In order to accomplish this, a clear-cut policy of advertising is required.

A Rich Source of Revenue

Having attracted the transient guest in paying numbers, the modern hotel has by no means exhausted the possibilities of its market. There remains a rich source of revenue from the well-to-do members of the community in which the hotel is situated. These, too, must be reached and lured. To this section of its prospects a modern hotel can sell great quantities of food, as well as opportunities for social intercourse of a select order, and entertainment in the form of public and private dances. It can combine all these features in the form of banquets, musical teas, after-the-theatre dances, and in other ways. To sell this varied and complicated service for a day might conceivably be a simple matter. To sell it every day, year in and year out, in paying quantities to a clientele which in the main is ever changing, is no insignificant task.



Booklet of 8 page folder sent to prospects who answer newspaper advertisements

The difficulties to be faced and overcome in big hotel advertising were outlined by E. R. Pitcher, one of the assistant managers of the King Edward Hotel, Toronto, in the course of a talk with MARKETING.

"A very considerable portion of a first-class city hotel's business comes from the growing number of citizens of both sexes who like to dine downtown," said Mr. Pitcher.

"All first-class hotels cater for this trade and advertise accordingly. We have five restaurants to serve this type of guest—the Pickwick Room, the Tabard Room, Coffee Shop, Cafeteria and the main restaurant in the Victoria Room. All of these are featured in our advertising to the dine-away-from-home class.

"To reach business men and shoppers, we advertise our luncheon specials in the morning papers. After-the-theatre parties and dances are becoming more and more popular, and we find theatre programs are the best and most logical medium to get this business. Each bedroom in the hotel carries a card informing guests of the restaurant facilities within the building, and when a big convention is using the hotel, a large sign is placed prominently in the foyer giving the same information. Practically all local advertising is confined to selling food.

"When advertising in towns and cities where the United Hotels Company is not represented, we use small space copy frequently in newspapers. The main objective here is to counteract the mistaken idea held in so many provincial quarters that a large city hotel exists only to rob visitors from the country. It is pointed out that rates are not excessive and that we compete with prices charged by the smaller first-class hotels. Every inquiry received from this provincial advertising is carefully and personally answered.

Form letters have been tried and discarded. Nothing predisposes a prospect in favor of a hotel more than a letter that strikes the personal note from the management. A letter that is friendly in tone without being effusive, and that subtly conveys the impression that the prospective guest's arrival is anticipated with as much pleasure as though he were an old acquaintance coming to visit the writer's home for a few days, will draw a man from the ends of the earth.

Bright, Airy, Cheery Rooms
Every guest room at The King Edward Hotel is a "good room and there are one thousand of them since the opening of our new addition. You can always be sure of getting accommodation here, and always sure of getting a room that will please you.
King Edward Hotel
TORONTO
1000 Fireproof Rooms
"Close to Everything"
Direction United Hotels Company of America 9

Small space copy used in dailies where United Hotels Co. is not represented.

"It means a whole lot to anyone contemplating a trip from home to be told in a letter from the manager of the hotel to which he has written, "When you arrive, Mr. Jones, please ask to see the undersigned who will give you his personal attention." With each letter is enclosed a rate card and an illustrated booklet showing exactly the service the hotel has to sell. But the letter is the important thing, and if that is not right, the most elaborate and ornate literature will not get maximum results.

Preferential Treatment

"Many of the inquiries are the result of newspaper advertising, but a very large number are due to the word of recommendation passed in the train or on the steamboat from one traveller or tourist to another. The chain system of United Hotels is one that secures a great deal of business for each hotel on the list. Naturally, each hotel seeks to pass on its guests to some other member of the chain, and special efforts are made to secure that this shall happen. A guest in one United Hotel can secure a room in another United Hotel without trouble or expense. The management in Hamilton, for example, will telegraph Toronto free of charge to reserve a room for a guest leaving for that city. Every guest so introduced is given preferential treatment, no matter how busy the hotel may happen to be. A room is guaranteed under this plan, and the arrangement is one that encourages guests to become steady patrons of the chain.

"An important feature of our advertising is the literature which we distribute from coast to coast. It is sent to all first-class hotels, our own and others. We are distributing 100,000 booklets in this way now. In sending out this literature we ask hotels to give it room in their booklet racks, and we offer to reciprocate if desired.

"Good business is secured by cultivating the goodwill of summer resort hotels. This refers to hotels in such districts as Georgian Bay and Muskoka. Travelling facilities in such districts are somewhat limited, and many thousands of visitors have to pass a night, both coming and going, in Toronto. We write to resorts informing them that we have received a large number of inquiries for hotel accommodation in their districts, and suggesting a quid pro quo. In other words, if the summer resort management will promise to recommend their returning guests to stop over with us, we will direct outgoing guests to them.

"The securing of conventions in the city is a matter of vital importance to the hotels. So far as Toronto is concerned, the recently organized Publicity Bureau promises to make Toronto the 'Convention Centre of the Dominion.' We secure leads from the Bureau and give leads in return regarding forthcoming conventions all over the continent. The practice of the King Edward management in this respect is to get into touch at once with the convention executives either by letter, or personally, pointing out that Toronto is an ideal centre for such gatherings, and that the King Edward is the logical meeting place for it. That is one way we adopt to sell our facilities for meetings. Perhaps it would be more correct to say that these facilities are used to sell the hotel, as they are offered free provided a sufficient number of convention delegates register."

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Canadian Tourist Advertising Featured in United States

CANADIAN railroads and proprietors of summer resorts and hotels are not among those Dominion advertisers who consider it useless to advertise in the great market to the south. At this season of the year particularly such Canadian advertising in the United States appears in considerable volume and easily outdistances in amount the combined advertising of all other Canadian advertising in that country.

A Canadian Pacific Hotel - Atop of Old Quebec
A Citadel of Three Centuries
THREE remarkable perspectives from this famous rock. Backward, 300 years. Eastward, 3000 miles. Forward, 3 speeds. . . . To one side, a relic of the days when French, English and Indians fought over the new world. Frowning battlements. Deep moats. Chain wrought gates. . . . Below, a glimpse into quaintest Normandy. 17th Century houses. Haphazard streets. French civilization. . . . Immediately about, the life of modernest America. A Canadian Pacific hotel for its center. Travelled people of a continent gathered for golf and motoring, for dancing and promenading, for rest and recreation. . . . Take this trip of European sights and American sports this Spring. . . . Only an overnight run. Good motor roads. Make reservations now. Information at Canadian Pacific Office, Madison Avenue at 44th St., N. Y., or Chateau Frontenac, Quebec, Canada.
If write and let us help you plan a visit this Spring
CHATEAU
FRONTENAC

United States publications are used to appeal to Americans' love of history and luxury.

The advertisement of the Chateau Frontenac at Quebec reproduced on this page, and the two illustrations on page 499, were all taken from among a large number of Canadian summer resort announcements in the same issue of a New England daily quite recently.

The Chateau advertisement is a strong appeal to the cultured American's passion for ancient historical scenes which he cannot gratify at home, and his partiality for luxury and sport which he does not care to leave behind. It is hard to imagine the city man who feels the lure of the wild in his blood resisting the Nova Scotia advertisement with its subtle appeal to the nomadic instinct and the appetite. The limits of reproduction do scant justice to the C.N.R. Mt. Robson advertisement with its inset map showing how accessible is this "more-picturesque-than-Switzerland" region.

SELLING HOLIDAYS TO CITY DWELLERS

Canada's biggest natural resource is its unparalelled summer resorts. Muskoka draws over 30,000 tourists annually who spend $9,000,000. How they are attracted by mail and newspaper advertising told in an interview with MARKETING

By Major Hugh C. Maclean
President Muskoka Lakes Navigation and Hotel Co.

IN spite of high falutin' talk about "getting back to Nature" and "roughing it," heard on all sides as the summer vacation season approaches, the prosaic fact is that the vast majority of holiday makers want just as many of the creature comforts of life as their means can command when they sojourn for a season by sea or lake or among the mountains.

Lonely pines, secluded beaches, primeval forests, boundless lake, cool nights and balmy air are all very well, but for the majority of "nature lovers" there must also be a well-equipped hotel or boarding house within hail, with ball-room, golf course, chef (French preferred), comfortable beds and lots of deep arm chairs on spacious verandahs.

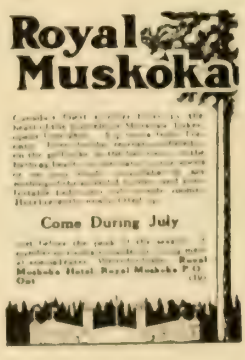
Added to these attractions, transportation must be good. To succeed, a summer resort needs the proximity of a big centre of population. The "long haul," beloved of the railroads, is anathema to the summer tourists of moderate means and limited vacation. He is quite ready to commune with nature and face the balmy, ozone-laden breezes and blow the cobwebs of work and worry from his mind, provided the cost of getting there does not blow too great a proportion of the contents of his pocket book; and provided he will not be called upon to play the uncongenial part of a hardy pioneer when he arrives.

These moralizings are inspired by a study of advertising directed towards selling a summer holiday to city dwellers. Apparently the summer vacationist of both sexes is a complex and accomplished creature. "Man needs but little here below" was never written of the tired business man and girl with thoughts on holidays bent. The fish, canoe, bathe, hike, golf, play tennis and bowl, dance, eat, sleep and lounge. They are invited to do all of these things without stint. The resort that can offer such attractions, plus quick transportation and "all the comforts

"Every taste" is appealed to in Royal Muskoka advertising.

and conveniences of a modern city hotel," from iced water to jazz orchestra, gets their money every time. If pine-scented air, pine crested islands, sparkling lakes and ravishing scenery generally can be included, so much the better. But dear old Dame Nature must go arm in arm with modern Miss Civilization during June, July and August.

No doubt this explains why the advertising of Muskoka by the Muskoka Navigation Co., Ltd., Gravenhurst, Ont., has been so conspicuously successful. "Miles and miles of sparkling lakes and pine-clad islands —good hotels everywhere," is a rather lengthy slogan as such things go, but it has pulled millions of dollars into Muskoka. As its name implies, the company operates the navigation on the Muskoka lakes, but it also owns one of the largest summer hotels on the North American continent. In the company's advertising the district is featured generally, although with but little co-operation from other hotels within its radius of operations. In the main, however, the Muskoka Navigation Co. directs its efforts in publicity towards keeping the "Royal Muskoka" hotel full during the summer months. To accomplish this object, the company has a very complete direct mail advertising plan supplemented by small copy of from twenty-five to fifty lines in Toronto newspapers and fifteen papers in the United States, including three in New York.



Small space is run frequently.

Advertising "Come During July" has successfully spread the tourist traffic.

Major Hugh C. MacLean, president of the Muskoka Lakes Navigation and Hotel Co., Ltd., had some interesting observations to offer when interviewed on the subject of selling a summer holiday.

"Do you know what American tourists spend in Europe every year?" asked the Major.

"Reliable estimates show that France alone gets $700,000,000 from this source," he continued, answering his own question. "Italy gets $100,000,000, and Switzerland $50,000,000. These countries go in for world-wide advertising of their attractions. Business, government and newspapers combine to bring tourists in great numbers and the result of this co-operation is seen in the figures I have quoted. Canadian summer resorts, with far greater scenic attractions, have to conduct their own advertising on an inadequate scale and without any assistance except in as far as it pays the railroads to help."

"We hear a great deal about the undeveloped resources of Canada," remarked the Major, vigorously, "but none of them is left more to individual enterprise than the wonderful summer resorts. Take Toronto, for instance. No other city on this continent is more favorably situated for surrounding natural beauties, but how much is being done to make that fact widely known? Before the war, it was estimated that 30,000 tourists passed through Toronto to the Muskoka lakes annually. For thirty days each tourist would spend, at the lowest estimate,

$10 per day, or $9,000,000. These figures are small compared with those I have quoted for European resorts, but they indicate what might be done if the hotels, newspapers and city council could get together and boost Toronto as a tourist centre.

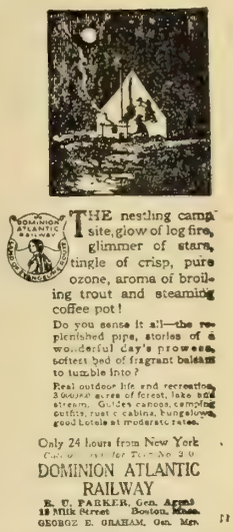
"Some years ago the Muskoka Lakes Navigation and Hotel Co. decided to advertise, using Toronto papers. The second year we increased our appropriation. The third year we organized a direct mail campaign, and although we have returned to the Toronto papers to a limited extent, direct mail continues to be our chief means of attracting business.

"We consider Toronto to be our natural market. Its population is large enough to fill the entire Muskoka region. At one time our hotel business was largely drawn from the United States owing to the better railway facilities provided for tourists from that side of the line. In those days Toronto passengers for Muskoka were given indifferent service. The railroads showed a preference for the 'long haul' traffic, but we managed to convince them that they were neglecting a profitable market at their very door. Our representations led to more and better trains being put on with the result that the majority of our Royal Muskoka guests now come from Toronto.

"The Royal Muskoka was built to attract the better class of tourist. In Canada it is a policy in newspaperdom that no unpaid publicity shall be given advertisers, and that explains why the society columns contain no reference to guests staying at the Royal Muskoka, although the happenings at non-advertising Muskoka hotels are frequently chronicled. In the United States, on the other hand, the newspapers we use show eagerness in publishing photos and stories at considerable length descriptive of our enterprise as a matter of interest to their readers. That is an illustratiion of the kind of newspaper co-operation that could do so much to further the development of Canada's resources in summer resorts if the same custom were followed in this country.

"In spite of many discouragements, Muskoka has grown steadily. Our company now has a mailing list of wealthy prospects numbering over 7,000, and it is being added to constantly. We have several effective methods for digging up select names and addresses, but I prefer not to divulge just what these methods are.

"Our advertising, which is changed daily, brings in a steady addition of names. All names on the list are classified. First, there is the man who has been a guest before. At the beginning of the season we write him and express the hope that we will entertain him again. Next, there is the man who inquired but did not come. We follow him up if necessary for four or five years before dropping his name from the list He gets two letters each season. Third, there is the man who has been a regular guest for several consecutive years but who misses a season.


Nova Scotia
THE nestling camp site, glow of log fire, glimmer of stars, tingle of crisp, pure ozone, aroma of broiling trout and steaming coffee pot!
Do you sense it all—the replenished pipe, stories of a wonderful day's prowess, softest bed of fragrant balsam to tumble into?
Only 24 hours from New York
DOMINION ATLANTIC RAILWAY
E. U. PARKER, Gen. Agent
GEORGE E. GRAHAM, Gen. Mgr.
THE PINES HOTEL, Digby, Nova Scotia, Dominion Atlantic Ry. management.

One of the many Canadian advertisements in a United States daily.

"Our first reply to inquiries is written on a four-page illustrated tinted sheet ordinary business size. The letter is written on the first page carrying three small cuts of the hotel exterior and interior. Page 2 gives ten views of our golf course and a centre panel descriptive of its charms and convenience. Page 3 shows the plan of each floor of the Royal Muskoka hotel, indicating the bedrooms by number just as the berth accommodation on a liner is given in a shipping company's folder. This page also gives the Royal Muskoka tariff for each room. This is a new feature in summer resort advertising, the usual custom being to charge all that the tariff will bear at the time the prospective guest applies for terms. Our charges are uniform throughout the season and do not vary. The fourth page of the letter gives additional views of the hotel and grounds, and when folded twice makes a very attractive 8 x 4 direct mail folder.

"Other folders are used to enclose with follow-up letters. They feature the district as a whole and carry the advertising of a few other hotels in the district in addition to our own. So far, this is the only co-operation we have received from other hotel owners in advertising the Muskoka lakes. These folders also give particulars of railway facilities, and daily cruises on the lakes by the company's steamers. A small folder that goes with the first letter gives detailed information of train schedules and urges intending guests to bear in mind that the months of June, July and September offer special advantages.

"While the country is at its best during these months, accommodation may be obtained at most resorts at reduced rates, and our newspaper advertising, which ceases towards the end of July, emphasises this fact. August is our busy time but efforts to spread the traffic a little have been successful, and the result of stressing July has led to the business for that month being doubled.

"The attractions of Muskoka are winning their way steadily," concluded Major MacLean, "and so far as we are concerned our hotel is only half the size it should be. We will double its accommodation just as soon as building costs get back to normal. One of the best things that has happened for the Muskoka district is the establishment of the Chautauqua last year at "Epworth Inn" opposite Royal Muskoka. This institution will bring many thousands into the district and help to spread the knowledge of its many and striking advantages as one of Canada's premier summer resorts."

WHERE AURORA SPANS THE SKY IN FLAMING BEAUTY
Snow Capped—Glacier Scored—
Mt. Robson—Monarch of Peaks
A GIANT of giants, immeasurably supreme, rises Mount Robson to a height of 13,068 feet. Enormous glaciers hang on its sides. For magnificent scenery the panorama extending in every direction from this imposing mountain surpasses anything to be seen on any other railway in America.
"CONTINENTAL LIMITED"
Canadian National Railways

Another Canadian appeal to American tourists with map showing accessibility of glacier girt peaks.

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Convention of Radio Clubs at Toronto "Ex"

A national convention of Radio Clubs and organizations is being planned for the 8th and 9th of September, in connection with the Canadian National Exhibition in Toronto. The convention is being organized by the Wireless Association of Ontario, of which Keith Russell, 38 King St. W., Toronto, is the president.

THE INCALCULABLE VALUE OF COPY

"The entire success of a tourist season depends upon the advertising copy," says the writer. Merchandising ideas, dealer and consumer investigations, sales plans, are all right, but—COPY is what sells cruises on the Great Lakes.

Written for MARKETING by KATHERINE L. HANSLER
In charge Northern Navigation Co. Advertising

MY experience during the past three years in charge of the advertising of three Great Lakes Liners—"Noronic," "Hamonic," and "Huronic"—sailing between Detroit, Sarnia, Soo, Port Arthur and Duluth, has upset for me many convictions commonly held by steamship and tourist companies as to why people travel—what they want to do—what they want to see.

For instance—why do so many people sit inside the observation room on one of these big lake steamers—instead of outside on the wide shaded decks? The day is clear and warm, the scenery is perhaps unusually interesting — yet, they sit, indifferently, inside with their backs to the windows. Perhaps you think they don't. The Northern Navigation officials know they do.

All who are familiar with Detroit waters know how keen is the competition among the various steamship lines. And, a fact we should be proud of too, is that the Northern Navigation Company, Canadian owned and operated, is successfully competing in United States territory with United States steamship lines.

Last year in a season of depression, when business conditions in the middle western states were particularly dull, the Northern Navigation Company had the biggest year in its history. Reservations for sailings during July and August had to be made several weeks in advance.

To fine ships, fine service, and the right key note in its advertising this remarkable achievement is attributed.

The social hostess of the "Hamonic" (we have a social hostess on each ship) stood by the ship's rail studying her arriving guests with an appraising eye.

Turning to me she said: "I wish we had a trap-door in the gangplank, down which we could quietly drop every third girl."

I enquired politely "Why?"

"Why?" said the hostess, "because every one of them fixes me with an accusing eye if I do not introduce her to a man exactly to her liking.

"*You* are to blame," she continued, "you promise them a good time in your advertising."

"Oh, I don't know, what about the scenery?"

"Scenery! Most of them can admire the landscape, without expense, at home. They come *here* all agog for romance and a good time."

"But they have it," I assured her. "You seem to manage it somehow."

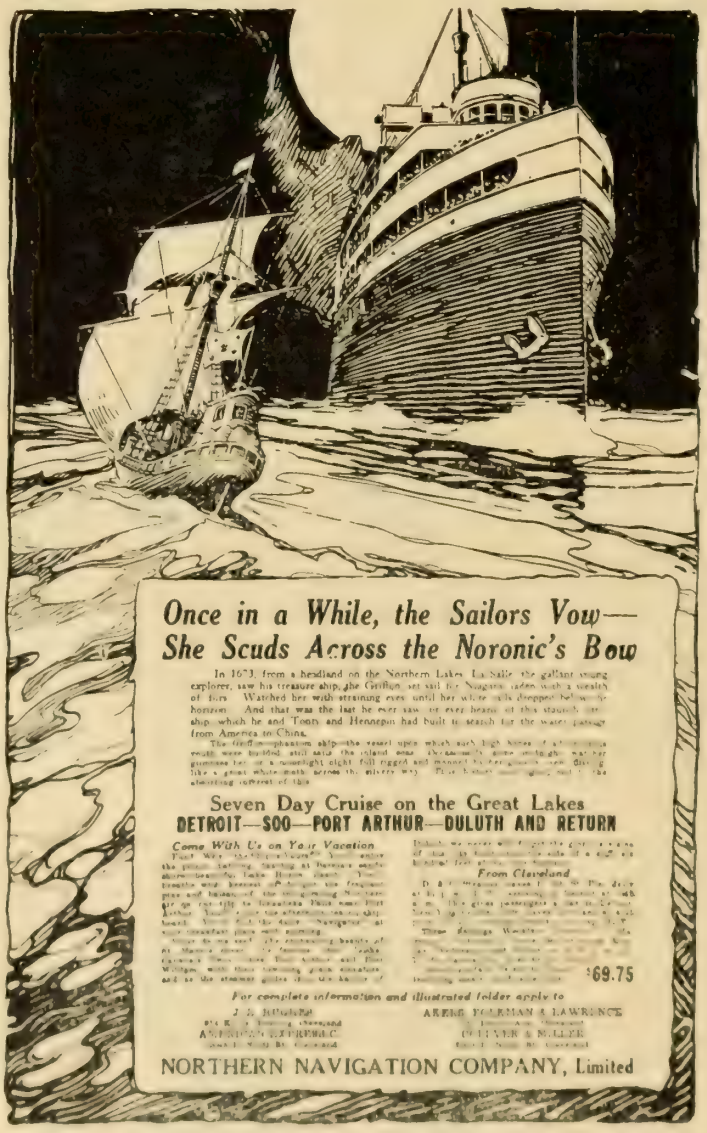
And there you have the keynote of Northern Navigation advertising:—Everybody wants "a good time."

The "Hamonic," "Noronic" and 'Huronic" carry two classes of passengers. First, cruise or round trip passengers; Second, one-way passengers travelling East to West or West to East, by lake and rail. The cruise passengers consist largely of families; brides and grooms; and young people on their summer vacations. The one-way passengers are mostly men on business trips.

Different people have different ideas of "good times." To please them all, a variety of entertainment must be provided.

Here is a brief outline of the "good times" which have attracted hundreds to these steamers.

Dances every week-day evening; fine ship's orchestra; refreshments at the close of the dance; concerts; afternoon teas; twice-a-day mile march to music; masquerade ball; moonlight chorus; radio concerts; picnic at Lake Huron Beach, near Sarnia; luncheon at Prince Arthur Hotel, Port Arthur; twenty mile train trip from Port Arthur to Kakabeka Falls; golf meters with competent instructors in charge—the latter a new feature on each steamer this season.


Once in a While, the Sailors Vow—
She Scuds Across the Noronic's Bow
Seven Day Cruise on the Great Lakes
DETROIT—SOO—PORT ARTHUR—DULUTH AND RETURN
Come With Us on Your Vacation
From Cleveland
$69.75
For complete information and illustrated folder apply to
NORTHERN NAVIGATION COMPANY, Limited

The romance of the lakes is skilfully combined with all necessary information.

Nor must our passengers feel the loss of their morning paper. By each plate at breakfast is placed the "Northern Navigator," the only daily paper issued on a great lake liner.

The "Northern Navigator" contains the daily log, of course; a description of places to be visited that day; the ship's program, fine illustrations of the trip—and a serial story written especially for this publication.

Hot Off The Griddle

"The Ship is Yours" is the hospitable slogan of the Northern Navigation Company. But sometimes people take a slogan just a bit too literally.

On a recent trip, the inspector politely advised a passenger that the rules of the ship did not permit anyone to carry the upholstered chairs from the observation room out on deck. The man replied "If I were home, I'd take the best chair in the house out on the porch if I wanted to. Don't you advertise "The Ship is Yours?"

The Northern Navigation Company does not require me to submit any advertisements to them for O.K. Isn't that enough to make the copywriter's mouth water? Hot off the griddle, the advertisements speed to the papers without a question of revision. But the Northern Navigation Company expects results.

And right here, while on this "copy" question, I should like to say, that three years' experience with this steamship account, an account which must be handled without regard to jobbers or dealers—for strictly speaking, neither figure in the sale of steamship trips — I have been convinced of the incalculable value of "copy."

Rain or shine, these steamers sail. Each piece of "copy" must have its specific result, next day, or the day after. The entire success of a season depends upon the advertising effort put forward in three months—upon "copy."

If those members of the advertising fraternity who are so heated up over merchandising ideas,

Each N.N. advertisement is complete—no series are used.

dealer and consumer investigations, sales plans, etc., had the supervision of an account such as this, I think they would realize that "copy" is the biggest thing in advertising.

Merchandising ideas, dealer and consumer investigations, an understanding of market conditions are all absolutely vital, of course, to the success of most advertising campaigns. But why so much emphasis *suddenly* on these, and so little attention to "copy?"

Are those who give these features so much prominence deluded or deluding? Is there a temptation to take advantage of the desperation of many advertisers? To the manufacturer experiencing keen competition in times of depression, these big words are apt to look like a life belt.

Perhaps some advertising executives *really believe* that the aim of advertising should merely be to impress the dealer and unload the manufacturer's goods upon him. Perhaps some believe there isn't such a being as a capable sales manager.

No "copy" is prepared for Northern Navigation advertising ahead of time. It is written, day by day, as the summer passes. Thus I escape the prepared-in-advance series. Each advertisement is complete in itself. It is not interdependent on other advertisements in a series. It has a definite and timely message.

Timely Headings

As an instance of its "timeliness"; in July last year, when the thermometer threatened to reach the merciless skies of Detroit, my personal suffering in a sizzling city, produced this timely heading—a heading with real news: "They're Sleeping Under Blankets on Cool Superior." How this timely heading published in sweltering Pittsburgh, Detroit, Cleveland, Cincinnati, Columbus and Toledo appealed to heat-wearied mortals! We judged by the results.

As long as I can have bold headings — Gothic type preferred—I do not fear to crowd my steamship advertisements with small type. When people are interested—and when they have just two short weeks in a whole year to spend in their own sweet way—you just can't give them too much information about a place to go to.

I like to tell them of this trip in just the words which I would use if I were speaking to them. Perhaps this is because I cannot write the regulation tourist "copy," where we are charmed, exhilarated, invigorated —by the glorious, unique, impressive, magnificent, superb, majestic —or the wondrously beautiful, surpassingly

Concluded on page 521

NORTHERN NAVIGATOR

Vol. VII. SUNDAY, ABOARD THE S.S. "NORONIC" No. 2

S.S. NORONIC PASSING THROUGH SOO LOCKS

TODAY WE SEE THE LOCKS

Front page of the only daily paper issued on a great lake liner

SOME RAILROAD ADVERTISING PROBLEMS

Canadian railroads are the country's biggest national advertisers. Their publicity problems and the system necessary to solve them here outlined by an advertising official of the Canadian National Railways.

ONE would naturally expect the organization of a large railroad's advertising department to be as admirable as that of the system as a whole. A little investigation reveals this to be the case. There are few concerns amongst the national advertisers whose advertising managers and their staffs have a more thorough knowledge of the business they exist to promote, or who have made a more complete analysis of their market, than have the publicity agents of the big railroads.

Apart from the securing of freight, which is attended to almost exclusively by personal solicitation, the duty of the railroad advertising man is to keep the passenger rolling stock moving constantly over the entire system. Locomotives and passenger cars are expensive items to store in sheds and on sidings, and they are even bigger money consumers when operating without paying loads. A large proportion of passenger traffic pulled by the locomotive must first of all be "pulled" by the advertising department. This applies not merely to the seasonal tourist traffic, but to the everyday passenger business as well.

The more spectacular side of railroad publicity addressed to tourists and transcontinental travellers is familiar to students of advertising. There is another side to the work that is less showy but, in many ways, more important, and that is the compiling of time folders, and the task of keeping the general public informed on changes in train schedules.

Several times in the course of the year there is a conference of general managers, superintendents and vice presidents in charge of traffic and the various district passenger offices to discuss the large and intricate subject of time tables. These executives of all the railroads will meet in the spring to make such alterations in the summer schedule as the traffic warrants. What is known as a working time table is submitted by the district superintendents. These are co-ordinated and dovetailed into each other and the various freight traffic time tables. Each general superintendent then sends a copy of the revised working time table to his passenger traffic manager under whose jurisdiction this information is put in readable form for distribution to the general public in the shape of folders, and large time bills. It is incorporated in the big railway guides such as "The Official Guide" published in New York, containing all the passenger schedules of railroads in Canada and the United States. It is also given to the official guide published in Canada and specializing in Canadian railroad information.

Before any general change of time is made, a notice is sent to the newspapers advising the public that on such and such a date a general change will be made, and inviting the public to get the revised schedule from the nearest railroad ticket agent. Advance notices are also sent to the press, giving details of any important change, and every effort is made to have the new folders out well in advance of the date when the new schedule comes into operation. In each new folder is a request that time tables bearing a date prior to that of the last issue be destroyed so that there shall be no conflict of information. A special branch of the passenger department attends to the printing of the time folders.

Important changes in passenger traffic are advertised wherever the system operates

The duty of keeping the public informed through the press of all changes in passenger traffic belongs, in the case of the Canadian National Railways, to the General Advertising Department at Toronto, from which office the above particulars were obtained by MARKETING in the course of an interview.

"All advertising and 'readers' in the newspapers are prepared in this Department and placed direct either from here or by district and local agents in dailies and weeklies published wherever the system operates." it was explained.

" 'Readers' deal with special features of C.N.R. service, such as trans-continental trains, hotels, inns, tourist centres, points of historic and scenic interest throughout the entire length of the system operating more than half of the total mileage of Canadian railroads. These notices are brief and in the form of news items and they are inserted at ordinary space rates.

"A large number of illustrated articles are prepared featuring points of interest reached by the system, or dealing with hunting and touring districts. In these articles, which are supplied free to magazines in mat and electro form, the C.N.R. is referred to casually, the idea being first of all to interest the reader in the subject dealt with. A vast number of official photographs are also issued to publications that can make effective use of them.

"Passenger traffic consists of two distinct divisions, tourist and business," the interviewer was told.

"The public travelling for business purposes is a more or less constant factor and is taken care of by our ordinary newspaper announce

The Salesman Who Never Takes a Holiday

Don't let your business take a vacation this year. All your employees need holidays—yes, but your *business* does not. There is one salesman who brings in business every working day, who is never tired, never absent and never takes a holiday.

Business has been on the upward curve during the past few months. The barometer of the steel industry promises well. Crop prospects are good. Retail stocks are not large anywhere.

But we face the summer months—the vacation season. Before the war, we called it the "slack season"—the "summer dullness."

This year there must be no "summer dullness." It is the duty of all business men to *keep business moving.* A slackening of effort will nullify the upward trend of the last few months.

To keep up the momentum of all business till Fall arrives, look into your business and you will see where you can get help from the Salesman who Never Takes a Holiday. His name is

Daily Newspaper Advertising

In the great Toronto-Ontario market, where diversified industry produces wealth every month in the year, The Globe is the Dominant Advertising Medium. Every day it is read in over 100,000 Homes. For 78 years it has had the confidence of its readers for the reliability of its news and the sincerity of it editorials. Sharing this confidence the advertising columns stand high in the esteem of advertisers. Use them now to prevent the "summer dullness."

The Globe,

TORONTO

Member Audit Bureau of Circulations

Dominant in Toronto-Ontario Market

UNITED STATES: Verree & Conklin, Inc. NEW YORK CHICAGO DETROIT SAN FRANCISCO

ments of time changes and advertisements of special train services between important points; such as the 'Continental Limited' between Vancouver and Montreal; 'the Ocean Limited' and 'Maritime Express' between Montreal, St. John and Halifax; and the 'International Limited' every day of every year. Montreal, Toronto, Detroit and Chicago. In those advertisements we emphasize our 'all steel" passenger cars, courteous service, comfort, good catering, thoroughly modern sleeping accommodation.

"In getting after tourist traffic our advertising is naturally more extensive and intensive as well as seasonal. We divide the country into districts which are again sub-divided in some cases, and a very full and complete range of literature is provided for each section which the railroad serves. This literature in the shape of folders and booklets is descriptive of Canada from coast to coast, and in each case is a mine of information for the particular district the tourist seeks, whether he be hunter, fisher, camper or just plain tourist."

Across Canada
The National Way
BIG REDUCTION
IN
SUMMER TOURIST FARES
to Canadian Rockies and
Pacific Coast Points
REDUCED FARES TO MOUNTAIN RESORTS AND PACIFIC COAST
Canadian National Railways announce Reductions
Travel to British Columbia should take a look forward with the marked reductions in passenger fares just announced by the Canadian National Railways. The return rail and Hamilton to Seattle or Portland and return via Canadian National steamships from Vancouver. A circuit tour to include ... days on the Company's splendid British Columbia coast steamships between Prince Rupert and Vancouver, may be made for an extra cost of $13.00 to cover meals and berth on the Canadian National Railways from Edmonton to Calgary. Edmonton and return via the Canadian National Railways. Tickets carry the usual stopover privileges, enabling passengers to travel via the Canadian National Railways in one direction and via the Canadian Pacific Railway in the other direction, and Arrangements are also made for stopover at Cochrane and Cobalt in the reverse. Double choice of routes are available on tickets to Winnipeg. Tickets are good for stopover at all points within limit of October 31st.
...onto or Hamilton to
...RIA, SEATTLE, Wash.
...ore., and return $109.65
...TON and JASPER PARK
$87.80
and return $91.60
A CIRCUIT TOUR
...ays on the Company's splendid British Columbia ...ween Prince Rupert and Vancouver, may be made ...3.00 to cover meals and berth. This is the finest ...t.
OPTIONAL ROUTES
optional route privileges and are good for stopover ...October 31st.
...nation apply to City Ticket Office, North-west Corner ...e Sts., Toronto. Phone Adelaide 5179.
...ian National Railways

Tourist traffic arrangements are freely advertised. Inset is "reader notice," a feature of railroad advertising.

"There is first the ordinary tourist who is attracted by places of scenic or historic interest, or urged by 'wander lust'" he explained.

"Then there is the high class tourist to whom expense is no object and who is influenced by luxurious conditions of travel and modern and exclusive hotels, inns and log cabin hotels in out-of-the-way corners. Lastly there is the summer tourist who wants to get as much variety into his brief vacation as possible. We appeal to all of these classes in general and to each in particular in our advertising.

"There are at least nine reasons why a man travels," it was asserted. "He may have saved some money and considers this a good way of spending it. He may be looking for health and rest. He may long to escape to Nature and live in camp for a season. If he is a fisherman he will go any distance to gratify his passion. He will travel still farther in search of big game. Even if he has only a few days to spare he can fill them most completely by railroad travel. Love of magnificent scenery will lure some, and the fascination of historic scenes, others. Business is, of course, a prime cause of much passenger traffic.

"All of these reasons for travel constitute our selling points in addition to the nature and extent of the service provided by the system. Just at present we are stressing summer tours."

When the interviewer showed an advertisement of a United States railroad offering "Bargain Fares" from Toronto to points out west, a proof of an advertisement that had appeared that morning was produced. Its caption was. "Across Canada the National Way," and it featured "Big Reduction in Summer Tourist Fares to Canadian Rockies and Pacific Coast Points." Return fares and particulars of a circuit tour and optional routes were given.

A suggestion that it would strengthen the advertisement if comparative fares were quoted ,showing the saving effected in comparison with fares to the points advertised, was received with a shake of the head.

"A statement of comparative fares would not attract," was the opinion expressed. "The thing that most impresses a man who contemplates taking a tour to the west is what will prove of interest in that trip itself—not its cost, merely. It is necessary to mention cost but not the specific amount he will save.

"That 'Across Canada' advertisement will be followed by others during the holiday season, and it will also be supplemented by 'readers' in the newspapers giving further details of interest."

The interviewer was informed that, in Canada, all the dailies are used and all weeklies published within the system's zone of operations. The C.N.R. are also large buyers of space in national magazines.

Advertising in the United States aims to secure tourist traffic and land settlers coming to Canada. Dailies, weeklies and farm papers are used. National magazines are used for general and high class tourist business, and sportsmen are reached through the outing and sporting journals.

* * *

What a Change of Copy Did

"Advertising is absolutely no good," said the man who had inserted an advertisement for a lost umbrella without getting results.

"How did you word your ad?" asked a friend.

"Here it is," was the reply.

The friend read:

"Lost, from the vestibule of St Peter's Church, last Sunday evening, a black silk umbrella. The gentleman who took it will be handsomely rewarded by leaving it at ..."

"Let me write another ad. for you," urged the friend, "and if I don't get your umbrella back I'll buy you a new one."

The new ad was written as follows:

"If the man who was seen to take the umbrella from the vestibule of St. Peter's Church last Sunday, does not wish to get into trouble, and have a stain cast upon the Christian character he values so highly, he will return it at once to 10 High street. He is well known."

Next morning the owner of the umbrella, on opening his front door, was confronted with a stack of several dozen umbrellas on his porch.

* * *

The Real Origin of O.K.

A temporary lull in highbrow efforts to explain the origin of those mystic symbols 'O. K.' presents an opportunity of giving their authentic and simple source. One of the duties of a London Cockney porter who had charge of a warehouse was to check up his stock with the invoices. When the comparison showed no discrepancies, he marked the invoice 'O. K.' an abbreviation that meant "Orl K'rect", which being interpreted in turn, is Cockney for "All Correct".

The Time Has Come to Take a New View of the Farm Market

SHARP drop in price of farm products, and the farmer's consequent unwillingness or inability to buy normally, has been the big factor in the business depression of the last year and a half.

The farm situation has shown great improvement since the first of this year. It will continue to improve steadily.

Price advances in the past few weeks have increased the farmer's purchasing ability by many millions of dollars.

In Ontario the outlook is especially good. Canadian Countryman asked Hon. Manning Doherty, Ontario Minister of Agriculture, for a brief message to manufacturers and others interested in doing business with the farmers of this province. He said :

"I have never seen the farmers of Ontario in a more hopeful state of mind than they are right now. The farmers of this province have shown that they have every faith in the early return of prosperous times. The acreage sown will be fully as large as any in the last five years."

With a good crop this fall—and there is every indication that it will be good—the farm market for manufactured commodities of all sorts, especially in Ontario, will be even better than normal. The farmer will have the money and inclination to again buy the requirements of ordinary good times, and, in addition, a great deal of equipment and other things that he has put off buying the past two years.

The time has come to take a new view of the farm market. Don't forget that over fifty per cent of our population is on the farm, and that the normal average buying power of farm population is immensely greater than that of urban population. The farm market is Canada's big market. It will permit of great development.

Some concerns that we know of are planning right now to go after the farm market more aggressively than ever before. We believe they are exercising good business judgment.

ONTARIO
is
Canada's Richest Farm Market

And Canadian Countryman the dominant medium in that great market. Behind Canadian Countryman's circulation is the buying power of 40,000 better-than-average farm families, comprising approximately 200,000 consumers ; of 40,000 farms comprising approximately 6,000,000 acres of the finest farm land in the world.

THE CANADIAN COUNTRYMAN

GOODYEAR BUILDING *Member Audit Bureau of Circulations* TORONTO

INTERNATIONAL PHASES OF ADVERTISING

Costly errors made by United States advertisers in Canada through ignorance of little discrepancies in speech, manners and customs of the two countries pointed out in an address to the Convention of Associated Advertising Clubs at Milwaukee

By L. J. Cunniff
of the H. K. McCann, Co., Ltd., Toronto

In these days of rapid transit, ers, motion pictures and inter- radio-telephones, world travell national business, no nation can live by itself. Every country is dependent, to an extent, on other countries. Peace and prosperity, or the lack of them are in one country, immediately reflected in others.

The right sort of international advertising does much to establish friendly relationships between nations. The wrong sort has just as great an influence in the opposite direction. The best efforts of world congresses and world conferences can never be fully successful, nor can the best efforts of great diplomats, to promote international friendships, fully accomplish their purpose until these efforts are backed by the right sort of international business methods, ethics and advertising.

While it is just as easy for a Canadian firm to place the wrong kind of advertising in the United States as it is for a United States firm to place the wrong kind of advertising in Canada, no great number of Canadian firms are advertising in United States and I therefore confine myself to a discussion of United States advertising in Canada.

Meaningless "Yankeeisms"

There are many phrases and expressions, which, while effective in the United States are meaningless or even offensive to Canadians. "Yankeeisms" (if I may be permitted the expression), in advertising art or copy, are entirely out of place in Canada. Advertisers do not intentionally use offensive or improper expressions, but just because these expressions are used unintentionally, they are no less harmful.

Take the word "American." We in Canada think we have as much right to call ourselves Americans as those who are citizens of the United States. Can you blame us then if we resent it a little when this word is used by United States advertisers in Canada as though it indicated only United States origin or citizenship?

It is true that some Canadians concede to the United States the meaning usually given to the word but the great body of Canadians believe they have the right to call themselves Americans if they wish.

A few months ago, a well-known United States newspaper writer even tried to claim our Indians. This man is away above the average in intelligence, education and ability, but when I said something about the American Indians in our north-west, he unthinkingly replied, "American Indians? That so? Some of the Sioux and other tribes were forced across the line, weren't they?"

Some Discrepancies

We do not take vacations in Canada, we go on our holidays We have premiers instead of governors; provinces instead of states. A tax-payer becomes a rate-payer in Canada. Mailmen are postmen. These are only little things but their use or misuse, in too many instances, distinguishes and renders less effective, advertisements prepared in the United States.

When we speak of Canada, we say the Dominion. We refer to the Empire as the Nation. Many United States advertisers do not seem able to give the proper Canadian meaning to words like municipal and provincial. Our gallon is about one-fifth larger than yours. We have a cent coinage but we do not call the coins pennies. We have ten-cent pieces but we do not call them dimes. All these things deserve consideration.

We have the same seasons of the year as you have but they do not occur at quite the same time your seasons occur nor are the seasons the same all over Canada. It is surprising how many advertisements, which come from south of the line and which have a seasonal appeal, appear out of season in Canadian publications.

We have our holidays but they are not the same as United States holidays. Victoria Day falls on May 24th; Dominion Day, July 1st. We celebrate Thanksgiving Day but our celebration comes earlier than yours. Many of our cities have civic holidays, the dates for which are set by proclamation. The Province of Quebec has a whole flock of Church holidays. We celebrate New Year's and Christmas, but while the Fourth of July comes in Canada we never, never, have any Fourth of July celebrations.

You may think it strange that I mention these things but they are the stumbling blocks which lie in the way of all who would live in the United States and prepare advertising copy for Canada.

Advertisements written around United States historical events or some United States holiday are continually appearing in Canadian newspapers and magazines. The worst one I ever saw was a Fourth of July advertisement published by a farm machinery concern three or four years ago. The caption of this advertisement was, as I remember it, "A Second Declaration of Independence."

Unwise Historical Appeals

The advertising manager remembered just in time that Canada is not under the United States flag so he had the Stars and Stripes mortised out and the Union Jack nicely set in the panel up in the corner but he evidently overlooked the fact that Canadians have no desire or inclination to celebrate the Fourth of July and that the advertisement, as it appeared could well be looked upon as an insult by every Canadian citizen who saw it.

The appeal of advertisements written around United States holidays; the Fourth of July or Washington's Birthday or around United States historical events, is undoubtedly considerable in that country, but if one would have his Canadian advertising effective, he should feature occasionally the Queen's Birthday, Dominion Day or some other Canadian holiday.

A friend connected with one of

We Know Ottawa

THE OTTAWA JOURNAL was the first newspaper in Canada to offer, voluntarily, a co-operative service to advertisers and agencies that is now spoken of as 'leading everything of its kind in Canada'.

A recent survey by THE JOURNAL'S Promotion and Service Department on the Razor Situation in Ottawa was productive of particularly happy results. A. McKim Limited, the well known agency, for whom we prepared this comprehensive report, write us, in part, as follows:—

> "We are pleased to say that this information you have given us "on the Razor situation has helped us get the campaign lined up "for this year for your paper, and for considerable more space "than we had hoped for. The information you secured for us "seems likely also to help secure some supplementary campaigns "about which we expect to be writing you later.
>
> "We will, therefore, ask your continued co-operation on this "market survey work as necessary and you may rest assured that "every questionnaire we send you is to assist in lining up business "for our mutual interest."

Such appreciation of JOURNAL service is essentially gratifying.

We realise that advertising plans to be entirely successful must be based on actual knowledge, and that such information is more than ever necessary in difficult times like the present.

HOW CAN WE SERVE YOU?

The Ottawa Journal

(Members A.B.C.)

The Morning Journal
5,597

The Evening Journal
22,579

Average Circulation for five months ending May 1922 . 28,170

BRANCHES:

TORONTO—J. B. Rathbone, Manager, 95 King St. East
MONTREAL—J. B. Rathbone, Manager, 317 Transportation Bldg

UNITED STATES—Chas. H. Eddy Co. Inco.
NEW YORK—1011 Fifth Ave. Bldg., 200 Fifth Ave. CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Bldg.

the Government Bureaux in the Province of Quebec, told me about a series of farm tractor advertisements which were published in Quebec. I did not see this advertising, but according to my friend, the theme running through all the advertisements was, "Use a tractor and you will get a better price for your farm when you sell it." Now, in Quebec, farms are handed down from generation to generation. The average Quebec farmer would just about as soon think of selling his honor as his farm. This series of advertisements might be effective in many sections of Canada, but the copy appeal, to say the least, was not a good one for Quebec.

Some Specific Errors

An advertisement published in two or three of our large trade papers a few weeks ago invited Canadian dealers to stock up with the product advertised, because of the splendid advertising campaign running in the publications listed in the panel at the top of the advertisement. All of the publications listed are United States publications. Some of them have considerable circulation in Canada, some of them have no readers there at all. When the advertisement was published, the same firm was advertising in four or five good Canadian consumer publications. The names of these should have been used instead of the United States list.

One of the speakers at the Toronto Advertising Club last month referred to two other recent trade paper adverisements about equally bad. One advertiser used a page to feature a list of publications which had less than 9,000 circulation in Canada.

Such advertisements undoubtedly appear through error, but no matter why they are run, they surely do not produce results in Canada. Go through our trade publications almost any month and you will find such mistakes or similar ones.

There was a card in Toronto street cars a while ago advertising a well known home remedy. One feature prominently displayed was the phrase, "Made exclusively for use in the United States." If the remedy advertised is good on this side of the line only, I wonder why that United States firm is trying to sell it in Canada. If the remedy is as good in Canada as it is here, I wonder what excuse there is for running a card like that in Canada.

There is another card now running in the cars in several of the large cities in Canada which is worth mentioning. This card shows a large picture of the new Canadian nickel and several packages of the product and gives the information that *your* Canadian nickel will buy any of these packages. The firm which placed this card is well established in the Canadian market and is doing good advertising in Canada. An example of a good idea gone wrong. I think the Company would be further ahead if it paid for this space in the cars and ran it blank.

An advertisement for a food product appeared in most of our publications a while back. It was illustrated by a stalk of Indian corn and appeared with the caption, "Canada's Leading Crop." I suppose it originally appeared with the caption, "Wisconsin's Leading Crop" or "Iowa's Leading Crop." The caption was undoubtedly effective wherever Indian corn is the leading crop, but how about Canada? I question seriously whether Indian corn is the leading crop in any section of Canada, and in most of the localities in which the advertisement appeared, Indian corn is not grown at all.

An advertisement appeared in Raymond, Alta. This one gave the name of a distributor in Edmonton, Alta., and asked those interested in the product advertised to call for a demonstration. Now, Raymond is 320 miles from Edmonton and as the article advertised is worth between forty and fifty dollars, it would take a lot of nerve to ask those interested to make an eighteen-hour train journey just to see a demonstration.

This is right in line with the action of a New York firm which received a complaint about a mechanical device from North Bay, Ontario, and wired their representative in Toronto to drive out in his car the same day, if possible, and adjust the matter. North Bay is 227 miles from Toronto, and, because of poor roads, to get there by automobile would probably require a week's time.

The Mediums to Use

How big Canada is and how widely separated some of our cities are, are things not well enough understood by many United States firms doing business in Canada. It takes a letter about five days to get from Toronto to Vancouver and it takes seven days to reach St. John, Nfld., by mail from Toronto. From Montreal, Que., to Halifax, N.S., is 812 miles. It requires 27½ hours to make the trip by train.

Many United States firms who are advertising in Canada will also profit by a more intimate knowledge of Canadian advertising mediums.

We have many good magazines in Canada. At least two or three of them compare very favorably with the better weeklies or monthlies on the other side of the line. They are good advertising mediums and should be considered when making up any Dominion-wide list, but to reach the whole Canadian market, it is not sufficient to use magazines. Canada is a big country and we have a large French speaking population and a large rural population not reached by magazines. The newspapers and the farm papers, as well as the magazines, should be used to properly cover the Canadian field.

3,000,000 French Canadians

Take the City of Montreal with a population of 750,000. More than half of the people there speak French. Do you think that an advertiser can claim to cover the City of Montreal if this advertiser is using only one or two English magazines in Canada? Yet some United States advertisers evidently believe they can cover Montreal in this way, or, at least, they frequently claim things like that.

I wonder how many United States advertisers stop to think that one-third of our population—more than 3,000,000 of our people are French speaking. It is true that many these people also speak and read English—but French is their mother tongue. French is the language they use most. It is the one they think in and it is the one in which they buy.

Another instance: A firm with very little distribution outside of the Province of Quebec used two English papers in Montreal, but failed to use the French publications, notwithstanding that more than eighty per cent. of the dealers handling the product speak French and probably well over eighty per cent of the demand for the product comes from French speaking people.

Selecting advertising mediums in Canada is just like selecting them in the U.S. One must have up-to-date, as well as authentic information, if costly mistakes are to be avoided. Five-year old, two-year old or even year old information is not good enough. I think I knew the farm

Continued on page 476

"——the greatest daily paper of Canada and always has been!"

—HAROLD B. JOHNSON

SPEAKING at St. Lawrence University recently on the subject of "Personalities of American Newspapers", Harold B. Johnson, editor of the Watertown (N.Y.) *Times*, paid the following tribute to "Canada's Best Newspaper":—

"Here is the Montreal Gazette. *It is the greatest daily paper of Canada and always has been.* It is British, yet it is American. It has been run continuously since 1778, and Benjamin Franklin was indirectly responsible for its appearance. Franklin and a group of colonists went to Montreal in '76, carrying with them a printing outfit from Philadelphia, their purpose being to win over Canadians to the Continental cause. They published several volumes in the old Chateau de Ramsey and when they gave up their mission to return to Philadelphia one of the printers remained and three years later he established this great newspaper with the printing outfit that came from Philadelphia.

"The Gazette had its beginning in the same way that so many of the older papers were established, in a propaganda movement in behalf of some cause. *To-day it impresses itself on the entire British possessions as a herald of empire solidarity.*"

This disinterested tribute, from a journalist of another country, is an unusual piece of evidence of the regard in which The Gazette is held—in Canada or elsewhere—wherever it is known.

Is Canada's "greatest daily newspaper" on your list?

The Gazette

MONTREAL

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

Branch Offices:

OTTAWA
John Bassett,
28 Central Chambers

TORONTO
W. T. Martin,
123 Bay Street

NEW YORK
Gilman, Nicoll & Ruthman
Canadian Pacific Building

LONDON, England
T. R. Clougher,
Royal Colonial Chambers,
18, 19, 20 Craven St., W.C.

BOSTON
Gilman, Nicoll & Ruthman
Tremont Building

CHICAGO
Gilman, Nicoll & Ruthman
Tribune Building

CANADA'S BEST NEWSPAPER

EDITORIAL COMMENT

A Great Advertising Field

OF all the tremendous volume of advertising issued by Canadian advertisers none is of greater value to the country than that of the hotel, touring and transportation companies which seeks each spring and summer to attract the tourist of other lands. When a manufacturer advertises his product the most he can hope for is a share of the purchasing power already in the country. Advertising that brings in the tourist contributes an addition to the national wealth, and does not cease its function with the stimulation of the country's spot cash. The tourist buys and pays for a national resource which he does not consume. The country sells something which it still retains unimpaired.

Countries such as Switzerland, France, Italy and certain of the States of America, which specialize as tourist centres, claim that fabulous sums of money are brought to them by their advertising for tourists. To a degree not generally appreciated this is true also of Canada. Advertising that keeps money circulating by oiling the machinery of business is an excellent thing, but happy is the land whose natural attractions are such that thousands of wealthy, free-spending tourists can be attracted every year. Those Canadian concerns which are doing this for Canada are rendering a great national service for which every business man should be grateful.

In view of the importance and volume which Canadian travel and tourist advertising has attained of late years, it is strange that so little importance has been attached to it. It is not generally realized, for example, that the Canadian railroads are the biggest advertisers in the country. The story of what railroad advertising has meant for Canada would make an epic. The advertising of hotels, summer resorts and steamship companies is likewise extensive and of importance. What these agencies have done in the way of contributing to the national wealth is too little appreciated by the Canadian people. Even advertising men have failed to grasp the significance of this form of national publicity. Its problems and opportunities have not been discussed by advertisers and publishers with anything like the frequency and thoroughness given to other phases of advertising. It is doubtful if they have been considered at all.

This issue of MARKETING demonstrates how wide a field travel, summer resort and hotel advertising covers, and how great a service it renders. It reveals that the problems in this field are very similar to conditions in all marketing operations generally. The manufacturer and wholesaler will learn much from a study of the railroad, hotel and steamship salesmen's methods of increasing their turnover.

* * *

The Significance of Tourist Advertising

THERE are certain distinctive features about summer travel and tourist advertising that should appeal to national advertisers in all lines. Foremost among these characteristics is its foreseeingness. It is planned and prepared during the winter months when there is "nothing doing." It is too late in June for a summer hotel or a steamship company to wake up and realize that it is not getting the business. It would avail little then to rush out copy and layouts and crowd them into the advertising columns in an effort to attract part of the tourist rush. Summer vacation plans are made well in advance of their dates, particularly by the better class of tourist many of whom are "sold" a summer resort while the snow is still on the ground.

Most general national advertising is addressed to the immediate market and overlooks the fact that while many are always ready to buy now, still more have made up their minds to buy later. The latter may be influenced to defer their buying by any one of several considerations. Where the monetary outlay is considerable, as when buying an automobile, financial reasons may explain the delay. Whatever the cause for deferred buying, the advertising that addresses itself to this class of prospect, as well as to the immediate buyer, will lead many of them to the dotted line in due course.

City hotels and railroads find their greatest problem not in getting a share of the summer tourist traffic, but in securing a "spread" of general business the year round. During dull times, a manufacturer can keep the wheels moving. He warehouses his product and disposes of it later. No such expedient is open to the hotel proprietor or railroad. In both these cases overhead expenses run on whether ten or a thousand people are being cared for. The difficulty can be solved only by an increased turnover, the sole reducer of overhead, and the one best source of increased turnover is advertising.

There is nothing miraculous about summer resort and tourist advertising that is not applicable to the advertising of other concerns desiring a steady as well as a seasonal activity. It consists merely of carefully estimating and widely announcing their innumerable services or "selling points."

* * *

Selling One's Country

SELLING one's country by advertising its attractions to other peoples less favorably environed by nature is one of the purest forms of patriotism.

The more favorable notice that can be attracted to a country, the better for that country's business. Most newspapers and magazines published in Canada have a certain circulation beyond these geographical borders. Is there any good reason why they should not give the summer attractions of their country unlimited "free publicity?" Even if they went so far as to list the leading summer hotels and resorts there would be no loss of prestige.

Many Canadian firms advertise their products in foreign publications. Why should they not give a little attention to Canada's unmatched scenic splendors and tourist facilities?

Is it assuming a too-generous national pride to suggest that houses doing business overseas and in the United States should sell their country by enclosing with their foreign correspondence, or, better still, attach to their letterheads, attractive little reminders that Canada was designed by nature to satisfy the wanderlust and is a natural paradise for globe-trotters?

MARKETING MISCELLANY

Other men's selling and advertising methods and ideas, selected from many sources and condensed for busy executives

Transparency Sells Paint

Largely increased sales of paint were secured by the use of a novelty in the form of a transparency showing the outline of a house with the roof and trim colored. To show what the house would look like painted, colored "chips" were placed under it. The paint manufacturer enclosed the transparency and four color chips in a letter to house owners whose dwellings required painting—names and addresses supplied by local dealers—and advised that twenty more chips of different colors could be seen at the dealer's store. The plan sent a large number of house-owners to the local store, and where this result was not attained, it gave the dealer a good excuse for approaching owners.

Girl Experts Sell Cooking Dishes

The failure of a large advertising appropriation to sell a new line of glass cooking dishes was traced to the dealers' ignorance of the goods. Poor salesmanship killed the interest that the advertising aroused. A new campaign was laid out to overcome this weakness in the selling plan. Fully one-third of the appropriation was used to help the retailer. The main part of this work consisted of demonstrations and free distribution of samples to carefully selected consumers. Ordinary demonstrators were not engaged. Only well-educated, highly efficient young women were employed and they were chosen not only because they were expert cooks but because they had the ability to tell how they achieved results. Most of the demonstrators were graduates of domestic science schools. They worked in conjuction with the firm's salesmen, following them over the territory. Their work was not to encourage the dealer to buy more, but to show him how to sell more.

Window Displays in Showrooms

The importance of attractive window displays is brought home to visiting buyers the moment they enter the salesrooms of a large drygoods manufacturing firm. A number of store fronts with real show windows and a door in the center, are built into the walls of the salesrooms. In these windows goods are displayed in a beautiful, tasteful way. All the newest wrinkles in window display give buyers the ideas which are finding favor in the larger cities.

Renting Vacant Store Windows

A hustling clothing manufacturer, in looking over the newspaper one evening, noticed that stores in various parts of the city were for rent. The next day he went around to see them, and picked out five or six that were in suitable locations. He then called on the owners and made them a proposition wherein he was able to pay for the use of the window until the stores were rented. His next move was to put a display in each of the rented windows. Some such sign as this was shown.

> "We rented this window so as to give the people on this street some idea of the wide range of high-grade goods we make."

This stunt was the talk of the city, and is adaptable to almost any line of business.

Full Statement of Advertising to the Dealer

In view of the misunderstanding that frequently arises through the generous claims often made regarding "national advertising," which may involve limited use of one or two mediums, one company goes into considerable detail to acquaint its dealers of its plans. In telling about a campaign, the company not only lists all the papers that are being used, with the issues scheduled, but also indicates special positions, such as back covers, the size of the space used and color work. In figuring circulation thus secured, stress is also laid on the fact that the readers claimed for the company's advertising are determined by figuring the actual number of copies circulated, allowing only one reader to a copy.

Old Spades for New

It occured to a spade manufacture who had been in business for thirty years that perhaps some of the spades he had made were still in use. He made an agreement with a dealer that he would give a new spade for every spade brought in that the salesman had sold over fifteen years ago. One or two of the users would not part with their old spades though they were offered new ones free. But several excellent specimens were turned in that made a great talking point for the manufacturer in his advertising, and which led to considerably increased sales.

A Pace-Makers' Club

Speeding up sales for a firm of lubricating oil refiners has been accomplished by the formation of a "Pace-makers' Club". Membership in the club is earned by salesmen who make 500 points, a point varying from $40 to $100 of gross sales, depending on the line sold and the business to which it is sold. This means that a year's business for a "pace-maker is from $20,000 to $50,000 in sales. Each salesman who wins membership in the club is given a bonus of $50 the first year, $75 the second year, $100 the third year, $125 the fourth and $250 the fifth consecutive year. The idea back of the club, in addition to the boosting of sales, is to keep the men interested in the plan by holding up each year a larger bonus, and to retain the salesmen in the organization.

Putting Seasonal Product in Year-Round Class

The first step taken by a maker of garment bags to provide protection against moths in order to get his product out of the seasonal class was to prepare a line of receptacles suitable for the requirements of the average household. This meant garment bags in six different sizes for muffs, blankets, suits, overcoats, ulsters and autocoats, and a special or de luxe receptacle in two sizes for women's fine dresses. All of these were made in four different materials—pine tar, cedar, white-lined or odorless, and lavender. These bags in a variety of different materials and sizes enabled the housekeeper to pack away her summer and winter clothes just as she had formerly done, but she was also able to use them for garments in use. Every garment in the clothes closet could now be hung in garment bags just as easily as hanging it away on a clothes hanger. An advertising campaign in a group of women's publications told the story and sold the idea.

Selling The Gang

A firm making express wagons for boys is not satisfied to sell one boy a coaster but endeavors to sell the gang. A Coaster Club has been formed, whereby a boy, if he will interest five other boys who own or will purchase express wagons, and form a club, he will be formally made captain of his club. He receives free a cap bearing the word "Captain," and each of the other boys receives a club hat. They are also supplied with information on how to start the club, and told of new ways to have fun and make money with their coasters.

The Dealer Who Refuses Electros

A manufacturer of jewelry found a large number of his dealers indifferent towards his offer of electros for their local advertising. The stock excuse was: "We do not think it necessary for us to use much local advertising." The manufacturer made arrangements with a clipping bureau to send him clippings of attractive, illustrated jewelry store advertising from all over the country. This service was continued for two weeks and then stopped. Select clippings were grouped on large sheets of cardboard and then photographed on eight by ten plates. Fifty sets of these were printed and made into portfolios which were sent with a form letter to the more stubborn dealers. The letter pointed out that the live dealers of the country were using newspaper space, taking advantage of bright illustrations. Results were noticeable from the very start. Pride entered into the scheme, for each jeweler on the list was averse to being behind the times, and orders for electros came in after that in considerably increased volume.

THE INTERNATIONAL VIEWPOINT

A department of international advertising comment interspersed with well-meant criticism, praise and advice.

By Peregrinator

American Advertising

Judged as an abstract thing, American advertising is the best in the world. Because it is so good in it's home field it is surprising that such a large percentage of American advertisers fail to make good in other countries. The commonest reasons for these failures are: the tendency to insist on using methods and copy successful at home but unsuited for other countries; the fact that American advertising is so frequently too good for the goods advertised, judging the quality of the latter by the standards of other countries; the tendency to quit too quickly. American firms operating in other countries usually spend far more money on initial campaigns than do local houses, in not a few cases their success is due to this fact, but I have traced many failures to the impatience of the advertiser who tried to judge and measure success by his experience at home.

When P.K.'s Spells "Nips"

I wonder why Wrigleys call their latest production P.K.'s in the U.S.A. and "Nips" in Canada? Doubtless they have a good reason but it should be a mighty good one to justify them in wasting all the Canadian circulation of the American publications they are using. To the American traveling in Canada "Nips" look like a local imitation of P.K.'s, and of course the reverse obtains.

New Business From Scotland

The Scottish Woollen Trade Mark Association is shortly commencing a publicity campaign in the U.S.A. and Canada.

When a Good Slogan Falls Down

For many years now the American makers of "Pall Mall" cigarettes have used the slogan "1/ in London, a Quarter here." Of course this brand was never at any time on general sale in London, and during the last few years the slogan has been a very long way from the truth. Owing to the numerous increases in the tax on tobacco, cigarettes which used to sell at 6 cents per packet when the few Hotels in London retailed "Pall Malls" for 1/-, now sell at 18 cents so that if "Pall Malls" were still sold at the old price they would probably be doing a large but ruinous business.

Lady Rhondda an International Advertiser

Lady Rhondda, who has proved her claim to sit in the House of Lords, is a wonderful business woman. As president of the company owning the British Empire rights of "Sanatogen" and "Formamint" and of several other concerns well known in advertising circles, she is a large user of space in many countries.

Why Change His Name?

The Michelin Tire Co. of America are advertising for a name for their well known advertising figure. I have always wondered why he landed on this continent without a name. In France (where he probably originated, he looks like the product of a French poster artist) and in England, he has been advertised for years as "Mr. Bibendum." In the announcements of the competition the company suggests such phrases as "Father of them all." This reminds me of the long suit between this company and the Dunlop. No one doubts that the pneumatic tire (he of course spelt it tyre) was invented by the late Mr. Dunlop. I believe the French company based their claim on the ground that they made the first tire to be used on the wheels of an automobile.

They Probably Missed Taking Their Daily Iron

"Tried friends the best friends the best of friends. Since the suspension of H. C. Thorpe's Advertisements the number of deaths by consumption is truly astonishing, the advertisements will now re-appear for the benefit of the afflicted."—From an advertisement in the New York papers of 1866.

There are certain large advertisements now appearing which sometimes lead me to wonder if the Truth in Advertising boys (God bless 'em) haven't cleaned out all the minnows to make room for the pike. The T.I.A. president of say 1950 will smile over some of the full page ads carried by the publications of today.

An Unfair Advantage

A mere man can only get his fill of vitamines by taking aboard a cargo of some yeast product, but thanks to an enterprising face powder manufacturer, women can absorb theirs through the skin.

Don't Despsie the Little Advertiser of To-day

The small advertiser of today may be the international advertiser of tomorrow. The first advertisement of Sir Thos. Lipton was advertising his tiny store in a back street in Glasgow. I can remember when John Player & Son, whose cigarettes and advertising go hand-in-hand half way round the world, still had their name over a small retail store in Nottingham. Lea & Perrins sell their sauce in practically every civilized country, the last time I was in Worcester, Eng., I saw their name over a tiny chemists shop. The late John MacIntosh, whose son and successor is now in Canada contemplating building a branch factory, commenced business in a very humble manner. Building an international business by advertising seems a slow process when looked at from the beginning but it seems mighty fast when one looks back a few years.

'Shun, Right About Turn

During the war those responsible for the publication of "Nash's Magazine" in London, England, used much space to try and convince British advertisers that the magazine was not owned or controlled by Mr. Hearst. Now trade papers of the U.S.A. are carrying advertisements inserted by that gentleman, including Nash's in the list of papers owned by him. Inconvenient, isn't it?

Now is the Time for all Good Clockmakers to Advertise Their Wares

Friend Kirkwood's little tirade against the British watch and clockmakers for not advertising reminds me that they are missing some unique copy over here. Neither American nor Canadians think of Great Britain as producing the world's best known timekeepers, yet nearly every watch and clock store in these countries time their pieces by an English make chronometer. Nine times out of ten when you stop at their window to adjust your watch you adjust it by a timekeeper made in London or Liverpool. The only reason why they are not shown by all the clockmakers of the country is that the supply is limited.

The Little Things That Spoil Great Campaigns

Why will they do it? The makers of Pepsodent although they have erected a factory in Canada to produce a Canadian product, are using an advertisement of a lady posting a letter in a mail box which is obviously of the U.S. government pattern. Mennen's have transplanted the Jim Henry shaving cream copy to England and in a recent ad in "Punch" Jim Adams —I mean Jim Henry—talks about shaving in a Pullman car. I shall have to write to him sometime so here goes:

Dear Jim:

I'll bet you two tins of baby powder that you never shaved in a Pullman car in England, you may have had tea in one, because there are two or perhaps six Pullmans owned by the Railway Co. operating the line between London and Brighton. They are of the parlor car type. Sleeping cars are not much used in England, by reason of the short journeys between cities. Where they are necessary the Railway Company provides sleeping coaches in which the compartments are like ships cabins. In one of these you would shave in privacy like a Christian, thus you would have no opportunity of plying your trade while spoiling your neighbors suit. Try that copy in Orkney and Shetland, Jim. They do not possess trains of any sort and they will think Pullman is a new fangled dressing gown. Never mind, Jim, you DO write fine copy at home and your folks do make a wonderful shaving cream.

Then here's one.....no I must not be tempted to fill the page, but doesn't it show the value of having your ads written and illustrated by men who know the local conditions.

Sun-Maid Raisins in Great Britain

The Lord & Thomas Agency through their London office are introducing Sun-Maid raisins to the British public. Great Britain has previously relied almost entire-

This page is one of the many features of The London Advertiser which accounts for its warm welcome in 30,000 Western Ontario homes every day.

This salesman gets right inside the door

THE LONDON ADVERTISER makes 30,000 calls every day---and gets right inside the door every time.

Let him display your goods at the same time he displaying ours.

Advertising Rates on application.

The London Advertiser

MORNING and EVENING

London Ontario

J. BIRNIE SMITH
Advertising Manager

H. L. GARNER
Service Manager

Toronto Representative—
F. W. THOMPSON,
100 King St. W.

Or any recognized Advertising Agency

ly upon Spain for raisins, the Spanish variety being much larger and meatier than the Californian.

Where Does it go to?

It is not difficult to understand the temptation to British advertisers of whisky —I spell it in the Scottish manner rather than use the Irish "whiskey" because so far I have only noticed it in the advertisements of the Scottish firms—to advertise the fact that they are receiving large orders from American buyers. Messrs. Haig & Haig in a recent advertisement, make the definite announcement that they have refused a single order for 25,000 dozen which they have good reason to believe was intended for American consumption. The advertisers cleverly turn this to advantage by using it as an argument for higher prices charged for their goods.

The World's Largest Advertiser

Lord Leverhulme, who gave some interesting views upon advertising and business in the last issue, is undeniably the world's largest advertiser. This would probably be true if applied only to the products of Lever Bros., since that firm rank among the largest advertisers in well over a dozen countries, but the statement does not rest on this; Chocolate, Shoe Polish, Margarine, Scottish Tweeds, Candies, are a few only of the scores of largely advertised products manufactured by some of the 150 odd companies controlled by his lordship. In addition to owning the Island of Lewis off the coast of Scotland he is probably the largest individual owner of land in Africa where vast regions have been bought by him to ensure adequate supplies of raw materials. I have an intimate knowledge of many of the better known activities of this grand old man of business and I do not know a single instance in which he has failed to improve the conditions under which the employees worked. Lord Leverhulme is an outstanding example of the truth of the statement that "He profits most who serveth best."

Mackintosh's Toffee to be Made in Canada

Sir Harold Mackintosh, who is at present touring Canada for the purpose of deciding upon a site for a branch factory, is the son of the late Mr. John Mackintosh, the founder of the business. From small beginnings the firm have built up by far the largest toffee business in the world. The factory in Halifax, England, uses 10,000 tons of sugar per year. Sir Harold shows some of his father's business acumen by planning a scheme to purchase the whole output of sugar from the island of Jamaica, a variety vastly superior to all others in sweetening qualities. The Halifax factory employs 1,500 people and turns out 7,000,000 pieces of toffee each day. As is the case with so many prominent British advertisers, Mackintosh's are rated as model employers, paying their employees a bonus on their wages which is equal to the dividend declared on stock. Whether the Canadian public can be won over to hard candy, is to me a very interesting question. If it can be, the high quality of Mackintosh's Toffee, backed by advertising written by men who know the Canadian market thoroughly should turn the trick.

Sir Harold tells me that his advertising is handled by the T. B. Browne agency of London, Eng.

Eat More Fish?

A deputation of fishermen recently waited upon Hon. Manning Doherty, Minister of Agriculture, with the request that the government "undertake some kind of advertising campaign to increase the demand for Ontario fish." The minister told them it would not be practical to do so unless the markets throughout the province were assured a steady supply of fish. To me this shows a nice appreciation of the value of advertising, but I would ask where the government would stand if other private traders made similar requests? Does not providence help those who advertise themselves?

The Astonishing Effects of a Change of Climate

Readers of English publications have been educated to look upon Erasmic Soap as one of the very highest grade toilet soaps. The beautiful page ads in color illustrated by Claude Shepperson and other famous artists have created an atmosphere worthy of the product. Erasmic soap is now being advertised in the U.S.A. by a distributing agent. The announcements are as "cheap" both in appeal and appearance as those of the company are good. Some friends of mine, recently arrived in the States from England, bought Erasmic soap on the strength of the "cheap" advertisements and they assured me that the soap was "quite different to the real Erasmic, you know." I am wondering to what extent their opinion was biased by the difference in the advertising.

An Early Effort in Co-operative Advertising

Some years ago in a small western city, a man was being tried for murder. The jury, composed of local storekeepers, brought in a verdict of "GUILTY, the accused to be hanged by the neck with a rope bought from the hardware store of Joe Miller."

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Letters of Smoke in the Sky Advertise "Daily Mail"

An entirely novel method of advertising was initiated in England a few days ago when seven million Londoners saw the words "Daily Mail" written across the sky in letters of smoke seven hundred yards in length.

The first experiments were made at Epsom for the benefit of Derby spectators, but Lord Northcliffe went further and showed the entire city what is his notion of future broadcast advertising.

An invisible airplane, two miles high, manoeuvred skillfully by the pilot, Captain Turner, formed the letters which were actually written by smoke emerging from a box through a jet fixed behind the rudder, the pilot controlling the flow.

The chemical process for producing the smoke is a secret belonging to Major J. C. Savage, who has been experimenting with it since 1913 for the Air Ministry. He has now succeeded in producing an effect which remains in the air for five minutes and is then repeated.

The chief difficulties of the process lie in the fact that only the most skillful pilot is able to manoeuvre the machine so as to obtain the desired effects, as the writing has to be done backward. A quarter of a million cubic feet of smoke per second is used in the process.

In writing the words "Daily Mail," the length of the actual smoke trail was ten miles, while the writing took five minutes to complete.

Lord Northcliffe regards himself as a pioneer in this form of advertising, which he believes to have unlimited possibilities as evidenced by the manner in which all London gazed at the phenomenal display in the sky.

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Nugget Changes Hands

The newspaper and job printing plant of the North Bay *Nugget* has been taken over by a new company, known as Browning Press Ltd., with a capitalization of $100,000. H. S. Browning, who has been connected with the *Nugget* for 14 years, retains control of the business.

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Among the new posters which have recently appeared on the hoardings are a couple of attractive eight-sheets for Creamola Custard, featuring the slogan—"Tickles the World's Palate." The latest 24-sheet in the Palmolive series illustrates a fresh-complexioned girl in a riding habit. Keen's Mustard and K. & S. tires are also being advertised just now on the boards.

Gain In Autos in Canada Bigger Than U.S.

Statistics just compiled on the registration of automobiles in the United States show that on a percentage basis that country did not equal Canada in the increase of 1921 registrations over the previous year. The increase in the United States was 13.2 per cent. as compared with 16 per cent. in Canada.

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A. H. Morse, managing director of the Marconi Wireless Telegraph Co. of Canada Ltd., addressed the Montreal Publicity Association at luncheon, June 7, on "Radio From the Layman's Viewpoint."

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Andrew Miller, who has been manager of the Star Newspaper Service, Toronto, handling features for newspapers, for over four years, has resigned to assume the Canadian managership of the New York *Tribune* Syndicate, with offices in the Mail Building. Before leaving Mr. Mille was the recipient of a handsome presentation from the editorial staff of the *Star*.

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W. Clark Ltd., Montreal, manufacturers of prepared foods, are using color pages in Canadian magazines for the first time in their history. The account is handled by the Desbarats Advertising Agency, Montreal.

Higham Will Invite A.A.C. of W. to Convene in England

Sir Charles Higham, M.P., a close friend of Sir Eric Geddes, brother of Britain's Ambassador in the United States, left England on May 24 to convey London's invitation to the Associated Advertising Clubs of the World to hold their 1924 convention in London.

Higham is an outstanding representative of British advertising, and carries the authority of the British Association of Advertising Agents, and also the goodwill of Lord Northcliffe, who has promised his fullest support if the invitation is accepted.

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Echoes, the official organ of the Imperial Order of the Daughters of the Empire, published in Toronto, has been admitted to membership in the Audit Bureau of Circulation. An audit report for the six months ended Dec. 31, 1921, has been issued . The publication is a quarterly.

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A poster competition for the Ex-Fighting Men's Association Tag-day was organized by the Imperial Order of Daughters of the Empire, Montreal. The first prize, $15 was awarded to Desmond Harvey. His poster showed a Canadian private on a white background. Second prize, Miss Ruth Henshaw; third, Miss L. Friman. These and other good posters by Miss Douglas, Miss C. Warren, Miss Smith, W. Cunningham, Miss Davidson and two from Cyrille Peligium were displayed for a week at leading stores.

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W. A. Willison, formerly with the R. Sykes Muller Co. Ltd., has joined the Toronto office staff of McConnell & Fergusson Ltd., advertising agents.

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The Municipal Bankers' Corporation, Toronto, have placed their advertising account with the Toronto office of McConnell & Fergusson Ltd.

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Davis and Fraser, of Halifax and Charlottetown, are using daily newspapers in the Maritime provinces to advertise their Maple Cured Ham. Contracts have recently been sent out by Wallace Advertising Service, 84 Granville St., Halifax.

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Oak Halls Limited, capitalized at one million dollars, is the name of a new company recently organized to take over the well known chain of retail clothing stores formerly operated by the W. E. Sanford Manufacturing Co., Hamilton, founded fifty years ago by Senator Sanford. Walter A. McCutcheon is the president of the new firm.

✤ ✤ ✤

T. A. Henderson has been appointed assistant general manager of the National Drug & Chemical Co., Montreal.

✤ ✤ ✤

"Sugar Crisp" is the name of a new brand of corn flakes, put up in a wax-wrapped carton, which is being marketed by the Canadian Postum Cereal Co. Ltd., Windsor.

✤ ✤ ✤

Copy for Copenhagen Chewing Tobacco "prepared in snuff form" is being placed by the Imperial Tobacco Co., through A. McKim Ltd., advertising agents.

Are you buying Deadwood?

OTTAWA FARM JOURNAL Circulation may not be as large as that of some of its contemporaries—the population of the concentrated territory which it covers is nothing like so great as that in which some other farm papers circulate—

But there is no waste circulation

The Statement of "Marketing" (issue of June 1st. 1922) shows that for the 6 months ending December 31. 1921, **there was not a single subscription to THE OTTAWA FARM JOURNAL over six months in arrears.**

For the same period a total of 19,252 subscriptions in the other 5 Ontario Farm Papers were over six months in arrears—an average of 3,850 for each paper.

THE OTTAWA FARM JOURNAL automatically cancels subscriptions once they are six months overdue.

Your message is carried in THE OTTAWA FARM JOURNAL *solely* to prosperous rural dwellers in Eastern Ontario and Western Quebec, who appreciate this medium and pay their good money to receive it regularly.

Ottawa Farm Journal

(Members A.B.C.)

OTTAWA ONTARIO

Average Net Paid Circulation for 1921 . **24,103**

BRANCHES—

TORONTO
J. B. Rathbone, Manager,
95 King St. East

MONTREAL
J. B. Rathbone, Manager,
317 Transportation Building

UNITED STATES
Chas. H. Eddy Co. Inc.,
NEW YORK—1011 Fifth Ave. Bldg.
200 Fifth Ave.
CHICAGO—1036 Peoples Gas Bldg.
BOSTON—Old South Building

International Phases of Advertising

Continued from page 508

papers in the United States fairly well five years ago, but I am afraid that I would make a sad job of the thing if I were to make up a farm paper list now.

I do not believe that anyone can live in Milwaukee or Chicago, never visit Canada and at the same time be able to make up the right kind of a list of publications or prepare the right kind of advertisements for use in Canada. No one can get his share of the business from Canada and treat us like poor relations.

When one sees the Canadian efforts of some advertisers, he wonders whether some firms are advertising to get business or just *because*.

Some United States firms who pride themselves on their knowledge of Canada, rely for all of their information regarding advertising, as well as other matters, on annual or semi-annual reports received from a Canadian sales manager or distributor. Some sales managers are good advertising men. The advice and suggestions of such are always worthwhile. Sales managers and distributors are usually very busy men, though. They do not always take the time to go into things relating to advertising, as they should.

One should supplement the knowledge obtained from other sources by reports from his Canadian distributors or sales managers, by all means, but he should not rely entirely upon these reports if he would not be sometimes led astray. Such reports are not always accurate and they are usually incomplete. In advertising, as in everything else, a little knowledge is a dangerous thing.

What would you say if I told you that I stayed over night in Philadelphia twice: that my mother was born fourteen miles from Philadelphia; that I once had a steady girl who was born and raised there: that I have all the rate cards from the Philadelphia newspapers and that I therefore know all about Philadelphia and am quite competent to handle any advertising you would like to have placed there.

This is just about the attitude that some fellows assume toward Canada. Because they have gone fishing or hunting a time or two in the Canadian wilds; because they have exchanged letters with a Canadian distributor or sales manager, or maybe because they lived in Canada twenty years ago, some men will look you straight in the eye and tell you that they are fully competent to handle advertising of any kind in Canada.

I know you will agree that when a man like that plans a Canadian advertising campaign, success is more a matter of good luck than good management. I sometimes wonder whether firms for which advertising in Canada is handled in that way, get the business because of their advertising or in spite of it. As a matter of fact, such firms do not get the business they should get. The bulk of our business in all lines goes to the firms which look upon the Canadian market as worth-while and treat it accordingly.

And the Canadian market *is* worth-while, notwithstanding mistakes like those I have mentioned; notwithstanding an adverse rate of exchange and our own efforts to popularize the "Made-in-Canada" idea and to encourage trade with the British Empire, we bought, during the year ending March 31st, 1921, $1,300,000,000 worth of commodities on this side of the line.

To be concluded in July 1st issue

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He Preferred the Bear

Some salesmen were talking about a sales manager who refused to accept excuses. The only thing that would satisfy him was orders.

"He reminds me of a Southern colonel," said one of them. "The gentleman from the North was enjoying the excitement of a bear hunt down in Mississippi. The bear was surrounded in a small cane thicket. The dogs could not get the bear out, and the planter who was at the head of the hunt called to one of the negroes:

"Sam, go in there and get that bear out."

The negro hesitated for a moment and then plunged into the cane. A few moments later the negro, the bear and the dogs were rolling upon the ground outside. After the hunt was over the visitor said to the negro.

"Were you not afraid to go into that thicket with that bear?"

"Cap'n," replied the negro, "it was jest dis way: I nebber had met dat b'ar, but I was tol'ably 'quainted wid de old boss, so I jest naturally took dat b'ar."

Building Figures Second Largest Since 1914

Construction contracts awarded during May in Canada amounted to $34,827,300, comparing with $29,428,400 in April and $26,859,500 in May, 1921, according to MacLean Building Reports, Limited. This is the second largest monthly figure since 1914. Residential building accounted for 45 per cent. of the May total and amounted to $15.633.500. Business building amounted to 33.1 per cent. of the total, or $11,516.500; industrial building, $801,-500, or 2.4 per cent. ; public works and utilities, 19.5 per cent., or $6,876,300. The value of contemplated new work reported during May was $28,871,500.

The figures for the different Provinces are as follows:

	No. of projects	Value.
Ontario	2,048	$20.012.200
Quebec	779	7,813,900
British Col	276	2,090,900
Manitoba	290	1.381.300
Nova Scotia	84	1.065.700
Alberta	162	875.400
New Brunswick	94	818.400
Saskatchewan ..	136	668.500
P. E. I.	4	101.000
Total for Dominion ..	3,873	$34,827,300

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Founder of Hamilton Herald Dies of Stroke

J. M. Harris, founder of the Hamliton Herald and president of the Herald Printing Co., died at his home on June 5th, of a stroke which siezed him some days previously. The late Mr. Harris was a son of the late John Harris, editor and manager of the Hamilton Times. He served under his father in the newspaper work, and advanced until he was appointed manager of the Times. Leaving this paper he founded the Hamilton Herald. the first issue of which appeared on August 1, 1889. His brothers, R. B. Harris and Edward Harris, were also associated with him in the business.

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Customs revenue collected during the month of May in Canada's two largest cities showed very large increases over the corresponding month of the previous year. In the case of Toronto the increase was $766.067.00; in Montreal it was $677.204.00.

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The analysis of newspaper circulations printed on page 470 of the previous issue of MARKETING was based on reports for the six months ended March 31, 1922, not September 30, 1921, as stated.

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The E. T. Corset Co. Ltd., St. Hyacinthe, Quebec, has placed its advertising account with the Montreal office of Norris-Patterson, Ltd., advertising agents.

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The R. Sykes Muller Co. Ltd., adverttising agents, Montreal, have relinquished the advertising account of the Municipal Bankers' Corporation Ltd.

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All Four Traction Ltd., 119 Church St., Toronto, is a new concern advertising an "All Four Grip" tractor. Smith Denne & Moore Ltd., advertising agents, have the account.

New Tennis Magazine Appears

The first number of *Canadian Lawn Tennis*, official organ of the Canadian Lawn Tennis Association, has been published by Innes-Taylor Publishing Co., 149 University Ave, Toronto, dated May, Ranolf Innes-Taylor, a well known tennis enthusiast, is the editor. The first issue consists of 40 pages and cover and carried a creditable volume of advertising.

* * *

Contracts for Albert College and Glen Mawr have recently been sent out by A. McKim Ltd., advertising agents.

* * *

The Bluebird Corporation Ltd., Brantford. have recently placed direct contracts with a large list of Canadian publications.

* * *

A new deodorant known as Drusol is being advertised by the Drug Sales Corp. Ltd., 314 Notre Dame W., Montreal. Contracts have been placed direct.

* * *

Steedman Bros. Ltd., Brantford, have recently placed some advertising for their hairnets through McConnell & Ferguson Ltd., London.

* * *

Due to the provisions of Mr Fielding's budget which have seriously affected the prices of tobacco, cigars and cigarettes, the advertising of these products in Canada has been temporarily suspended by most of the tobacco companies.

* * *

Contracts for the Ontario Veterinary College have just been sent out by J. J. Gibbons Ltd., advertising agents, Toronto.

* * *

Service Tobacco Shops Ltd., Montreal, are featuring a mail order proposition on Auto Safety Razors, in a list of farm papers. Contracts have recently been placed by the Montreal office of Smith Dennc & Moore Ltd., advertising agents.

* * *

Contracts for the Manufacturer's Life Insurance Co., Toronto, have just been sent out by the Baker Advertising Agency Ltd., Toronto.

* * *

Renewal contracts for the Champion Spark Plug Co. of Canada Ltd.. Windsor, have been sent out by the R. Sykes Muller Co. Ltd., advertising agents, Montreal.

* * *

Copy for Konex paper drinking cups, distributed by Canadian Wm. A. Rogers Ltd., Toronto, is being placed by Graham-Rite Service, Toronto.

* * *

"Zet", a dye and shine for shoes and leather goods, manufactured by the Sunbeam Chemical Co. Ltd., Toronto, makers of "Rit", is being advertised in small space. Norris Patterson Ltd., advertising agents. Toronto are placing the business.

* * *

The Elcaya Co. of Canada Ltd., Aylmer, Ont.. is advertising Elcaya Cold Cream and Creme Elcaya through Smith, Denne & Moore Ltd., advertising agents, Toronto.

* * *

The Christie Rimmer Sales Co., Canadian distributors of Korcen, have moved their head office from Vancouver to Toronto, and have placed their advertising account with the Mitford Advertising Agency. Toronto.

ADVERTISING BY RADIO

IF advertising by radio ever becomes practical there are three things essential to the success of your campaign.

1—A strong "broadcasting station."
2—A "sensitive receiver."
3—Proper "tuning in."

And in just the same way that these are indispensable in radio so are they essential in your regular advertising.

Strong Broadcasting

In sending out your messages either by radio or in publication copy you must have a strong enough "sending medium" to carry the news to the people you wish to reach.

The Grain Growers' Guide is a powerful medium. It is the dominant paper in its field in editorial appeal, and in addition, it reaches over 78,000 subscribers—or more than half the English-speaking farmers in Western Canada.

Sensitive Receiver

No matter how powerful your "broadcasting station" you must have a "sensitive receiver" in the hands of each "listener in" to ensure receipt of your message. Otherwise it is lost in the air.

Guide readers are unusually sensitive and responsive to Guide advertising. They own the paper. Its unique position in agricultural journalism and its lively editorial appeal, challenge its readers' attention and stimulate a desire to keep abreast of the times. The Guide draws to it forward-looking men. They respond to modern ideas put before them in advertising. Results prove it.

Tuning In

Not only must the broadcasting station be powerful and the receiver sensitive but the "listeners in" must be "in tune" with the message sent out or they won't receive it.

You have no worry about Guide readers being out of tune. Just because the crop is in and nothing more can be done with or for it till harvest is no reason for Guide readers stopping reading. Voicing the ideals of a popular movement, dealing with current events and live public issues The Guide maintains a uniformly high pitch of reader interest. That's one reason why summer advertising in The Guide pays out so well.

The Grain Growers' Guide

WINNIPEG MANITOBA

Also at

TORONTO, ONT. 65 Yonge St.

NEW YORK, N.Y. 1478 Broadway

Field Tactics for Salesmen

How do your salesmen meet price objections? How do they handle the buyer who isn't interested? Do they make the best use of their time?

These and other common problems of your salesmen are discussed in "Field Tactics" which embraces the experience of more than 800 sales executives in all lines of business. Describes plans used by notably successful salesmen to overcome buying inertia, secure maximum volume from territory, close difficult types of prospects, and raise selling efficiency generally.

Shows how other salesmen are doing the things that "can't be done"

Typical subjects covered are:

Getting the Most Out of a Territory.
More Money with Smaller Territories.
Working a Metropolitan Territory.
Working a Provincial Territory.
When a Buyer Isn't Interested.
Knowing When and How to Close.
Chart of Objections and Tactics to Meet Them.
Disposing of Price Objections.
Making the Most of Your Time.

Should not be confused with books which modestly claim to teach anyone how to sell. Deals only with practical everyday problems, reviewing actual plans and methods successfully used by others. Now in its fourth edition. Used as a standard manual by over 900 concerns.

In Loyal cover $1.25 a copy; $12.00 a dozen postpaid. Sold in Canada exclusively by

"Marketing"
Toronto

F. W. Hunt Leaves Massey-Harris To Enter Business

F. W. Hunt, who has been advertising manager for the Massey-Harris Co. Ltd., for the past 16 years, has tendered his resignation to take effect June 30th, and will open an office at 33 Richmond St. W., Toronto, as an advertising counsel.

Mr. Hunt has had a very wide and varied business experience extending over 30 years, in addition to his long and thorough acquaintance with all forms of advertising. He is very popularly known in advertising circles in both Canada and the United States, being vice-president of the Toronto Advertising Club, a director of the Association of Canadian Advertisers, and vice-president of the Direct Mail Advertising Association, an international organization with headquarters in Detroit.

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Big Tobacco Merger Effected

Announcement of a new $157,000,000 tobacco merger between the Tobacco Products Corporation and the United Retail Stores Corporation, which by stock ownership controls the United Cigar Stores Company, was recently made by James M. Dixon, President of the Tobacco Products Corporation, New York.

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Chicago Tribune Launches Navy

"The New York Daily News," first of the Chicago *Tribune's* fleet of steamers now being built in Great Britain for conveying timber from the Gulf of St. Lawrence to its pulp and paper mills at Thorold, Ont., was launched at Londonderry, Ireland, May 24. The second of the Tribune fleet, "The Chicago Tribune" will be launched at Wallsend, near Newcastle, May 30.

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A new 24-sheet for E. D. Smith's Tomato Ketchup and a new 8-sheet for Keating's Insect Powder have made their appearance on the billboards.

✣ ✣ ✣

The manufacturers of St. Thomas are holding an exhibition of Made-in-St.-Thomas Goods from June 10 to 17.

Advertising Affiliation Held 19th Annual Convention

Advertising men from Hamilton, Ont., Buffalo, Rochester, Toledo, Canton and Cleveland attended the nineteenth annual convention of the Advertising Affiliation at Cleveland, May 26 and 27. Among the speakers were: C. C. Parin of the Curtis Publishing Company, Philadelphia; Wallace B. Donham of the Harvard School of Business Administration; H. J. Tily, General Manager of the Strawbridge & Clothier Company, Chicago; R. M. Fellows, Advertising Manager of the Addressograph Company, Chicago; J. B. Watson of the J. Walter Thompson Company, New York; E. E. Parsonage, General Manager, John Deere Plow Company, Moline, Ill.; Marquis Regan of Marquis Regan, Inc., New York City.

Wallace B. Donham, dean of the Harvard School of Business Administration, sounded a warning note against flamboyant optimism and "Pollyanna" campaigns.

"No one knows whether the price decline is going to continue for a long period of years or not," he said. "The situation is a puzzle but probably the only safe look ahead is that there will be a succession of price cycles with the high point of each just a little lower than the high point of the preceeding one. In such a condition it is not enough to shout that business is good, as they did in 1920. It isn't the calamity howler in a time like 1920 who is a dangerous character. It is the man who preaches runaway optimism.

"It looks as if for some time in the future a policy of expansion will be a dangerous experiment. Careful buying, careful manufacturing, careful distribution, narrow margins of invoices and work without waste combined with a knowledge of exact conditions at all times will be the policy of the successful business man.

"It seems apparent that much money is being wasted in advertising now because there never has been any adequate scientific research into the results of varied advertising campaigns. Waste results from poor presentation, ineffective technique in the text, bad layout and improper illustrations, all largely the result of guessing. The second source of waste is the use of advertising in ways in which it is not likely to be effective or in ways that are not productive of return."

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G. K. Martin, who has been connected with the advertising staff of the Toronto *Globe* for the past three years, was recently the recipient of a presentation from the staff on the occasion of his leaving to accept a position with the *Star Weekly*. Mr. Martin came to Toronto from the Kingston *Standard*.

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The Wingham *Times* celebrated its fiftieth anniversary on June 6. Its original editor, R. A. Graham, is still living and contributing occasionally to the paper at the age of 94.

✣ ✣ ✣

Dover Days, a house organ published for the employees of the Toronto *Globe*, has reappeared after several years' suspension, to herald the opening of the twelfth season of operation of The Globe Park, Port Dover, a summer colony maintained for *Globe* employees.

The Goblin Protests

Toronto, May 30, 2922.

Editor, MARKETING.

Dear Sir:

In an article on page 462 of your June 1st issue you make the statement that "full page magazine copy announced the new garment "Hatchway" in the United States; but in Canada daily newspapers are being used first, with a prospective magazine campaign to follow when distribution has been completed."

This is not only untrue, as the advertisement on page 41 of the attached copy of *Goblin* will show, but in view of the following paragraph, and the enclosed testimonial from the underwear manufacturers, is not quite fair to Canadian magazines.

By actual enquiry, members of our service department found that many Toronto dealers were sold out of "Hatchway," actually *before the newspaper advertisements appeared;* and credited this remarkable sale to the advertisement in *Goblin*, which appeared on April 21st, some time before the newspaper advertising.

The writer is a "constant reader" of MARKETING, and as such, likes to see the information it prints as accurate as possible; hence this note.

Very sincerely yours,
The Goblins Limited
Per C. G. Ashworth.

✣ ✣ ✣

Would Like Distribution of Dailies by Counties

Toronto, May 31, 1922.

Editor, MARKETING.

Dear Sir:

I think your analysis of circulation statements in your June issue is a real good piece of work. Another thing, along a similar line, that might be very useful to your readers would be a statement showing the distribution of the key dailies by Counties in the different Provinces so that, for instance, if a man was advertising in the Toronto *Globe*, Toronto *Mail*, London *Free Press* and Hamilton *Spectator* he could tell at a glance how much circulation he had in important towns in Essex County and in the County altogether.

Very truly yours,
Thornton Purkis.

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The Canadian Gazette of London, England, has commenced publication of a French-Canadian section in its regular weekly edition.

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A. R. Sills, advertising manager of the Kitchener *Telegraph*, resigned that position on June 5th to join the advertising staff of the Ottawa *Citizen*. Mr. Sills was formerly with A. McKim Ltd., in Winnipeg, and also with the Brandon *Sun* as advertising manager.

✣ ✣ ✣

Frank E. Payson, 528 Winch Bldg., Vancouver, who recently took over the Pacific Coast representation of a number of western dailies, has now added the *Nor'-West Farmer* to his list, and also the Toronto *Globe* in British Columbia. In his capacity as secretary of the Vancouver Rotary Club Mr. Payson attended the International Convention of Rotary Clubs at Los Angeles during June.

Why
are the returns from your sales letters falling?

Are your letters making maximum impression? Clean, accurate multigraphing plays a big part in securing enquiries. We are equipped to give you prompt and accurate service in Multigraphing, Mimeographing, Direct-Mail Advertising, Mailing Lists, Public Stenography.

Page Steno-Service
Room. 605, Continental Life Bldg., 157 Bay Street, TORONTO
Phones—Main 830 (Evgs.)Park 4876W

"Let Him Do It!"

Some business men are using the expression and while they are standing idle, the other fellows are strengthening their sales force by advertising and obtaining the business. Now is an opportune time to advertise while competitors are hesitating, thus increasing distribution and sale of product.

Frederick M. Hahn
General Advertising Service
79 Adelaide Street East, Toronto
Telephone MAIN 7559

Holidays are Coming
and we dont know where to go

We have the money
We have the time
and want to enjoy ourselves

Tell us how through
the *Daily Record*

Everybody here reads it

PEOPLE OF KITCHENER
AND WATERLOO
Ontario

- WINNIPEG -
AND
WESTERN - GROCER
A Semi-Monthly issued on the 1st and 15th
BRIGHTEST, BREEZIEST AND BEST READ TRADE JOURNAL
REACHING THE GROCERY TRADE
IN WESTERN CANADA

It is read regularly by the leading Specialty Grocers and Provisioners, Managers of Grocery Departments in General Stores and Buyers in the Wholesale Grocery and Fruit Houses.

Sample Copy and rates on request

JACKSON TRADE PUBLISHING CO. McIntyre Block, WINNIPEG, MAN.

The Sign of Service

In a Sea of Commonplace Advertising

What chance has *yours* to weather the storm, to make the proper appeal—

Unless—

There is something intriguing about the layout.
Something striking about the copy
Something pleasing about the art work
Something attractive about the printing
Something *distinctive* about the whole job?

It is always that indefinable "*something*" that gets results.

Why not put it into your booklets, catalogues, posters, copy, by placing them in their entirety, under capable direction?

Why not rise above the mediocrity?

Why not call upon

Mary M. Murphy
General Advertising
Manufacturer & Agency Service

TORONTO

53 Yonge St. Phone Main 2362

P.E.I. People Live Well

Prince Edward Island is the richest province per capita in the Dominion, the most densely populated, the most highly cultivated, and hence the most productive. P.E.I. people live well; they buy well; and the entire market can be intensively covered with one A.B.C. newspaper —

The Charlottetown Guardian

covers

Prince Edward Island

SUGGESTIONS *for* SALESMEN

Helpful hints gathered from far and near showing how other salesmen are improving their methods

Building a Reputation

If a man intends to follow salesmanship as a life profession he must make himself a personal servant to the dealer, declares a well-known salesmanager. He must build himself up some such name as 'Old Reliable' and become a sort of Webster's Dictionary of his line.

He Carries a Lemon

A salesman who carries a line of stain-resisting cutlery always thrusts the bade of a knife into a lemon and lays it on the counter when he first enters the store. He makes no mention of it until he is ready to leave. Then he demonstrates the knife, proving its stain resisting quality as compared with other knives. This simple illustration always gets the merchant's attention.

Hard Words That Spoil Sales

Many an article is put on sale with an unpronounceable name. Then the makers wonder why the sales are so small.

This fact is illustrated by the story of the cook and his mate, who were arranging the bill of fare for the sailors aboard a ship.

"Let's give 'em macaroni today for a change," says the cook. So he wrote on his order sheet—"8 lbs. mackironey."

"That doesn't look right," he said. "It looks Irish instead of Eyetalian. No, I think we'll give 'em tapioca."

"Righto," replied his mate.

The cook wrote down—"8 lbs. tappyoky." He studied it carefully. Then he ran his pencil through it and snorted—"Dang the blighters! We'll give 'em rice."

Samples for Shareholders

A cotton company sent samples of its cotton goods to all its shareholders, in the envelope with the annual report. This is a good idea that ought to be done by all public firms. Shareholders ought to be customers. Even the annual report ought to be used to increase sales.

Helping The Salesman

It will be found an extremely good policy in the present slump times to give salesmen every indication of where business actually does lie. For instance, one large engineering firm has adopted the policy of carefully scanning the technical journals, and making a note of the name of every firm in this country which has received important orders or contracts. The nature and value of the contracts, together with the name and address of the firm, are then passed on to the salesman for that particular territory, in order that he may be on the spot early to secure whatever orders may be going as a result of the contract.

'Ware the Side Line

When a man starts flirting with side lines he is sure to get into all kinds of trouble, is the opinion of one salesmanager who controls a large force of hardware salesmen. He illustrates his point with the story of one of his men who got a line of advertising fly-swatters "on the side". He did so well that he added advertising lead pencils. Next came advertising fans. Before long he was making almost as much from these extras as from his regular line. He began to push them to his regular customers. Feeling that he was trying to "hog" their business, his hardware customers cut down their orders. He became known as the "travelling variety store." Bit by bit his hardware business slipped away from him. One customer wrote in to his principals to complain that his name had been mispelled on some fans. As they had not shipped any such order they instituted an investigation and the side-liner was asked to resign. He secured more side lines, but the slump had hit the country full in the face. Today he is clerking in a retail hardware store, back where he started nearly ten years ago.

Don't Use Price as 'Bait'

A salesman for a ladies' wear house who is particularly successful in opening up new accounts, never uses low price as a 'bait'.

"When out after a new account I usually talk about the house and its personnel first," he says. "Then the line of goods carried and the service we give. And with me it has worked out fine. I have sold two new stocks this year and have opened up seven new accounts. To be frank I never did think much of the plan used by some salesmen of picking out an item and making a price on it below its value, because I have had dealers say to me,

'So and So was here today and he had a bait for me, but I did not bite.'

"Why not?" I would ask him.

"'Well , suppose I had,' retorted the dealer, 'the house would either be out or hook me on some thing else.' That is the way the average dealer feels. So I find it pays to be honest and above board with all my customers."

Working the Building Boom

"Very often I make a call on all the architects in towns where there is considerable building activity," says a salesman who has made a great success with builders' hardware. "These fellows like to know what stock the jobbers are carrying, and often will specify hardware that they know is in stock in some jobbing house. Right now there are a lot of rush jobs in building, and for the architects to know of the service my house renders means that I get the order in many cases."

The Incalculable Value of Copy

Continued from page 501

lovely, gorgeously tinted by Nature, where we enjoy the flawless, perfect, luxurious—and the tempting, appetizing, delicious and satisfying—*all* in one advertisement.

Everybody has some kind of an imagination. It's fun to give them just a little daub of color and set them painting their own pictures of this seven-day cruise with its "good times" on shipboard.

* * *

To Advertise Advertising

The American Association of Advertising Agencies, in co-operation with the publishers of the country, have begun a vigorous drive to advertise advertising. Two years have been spent in perfecting plans for a sustained campaign of education addressed to national and local advertisers and to be continued for at least one year. Newspapers and magazines will be used. The agencies contribute their share through the preparation of a series of advertisements laying the relationship of advertising to business before commercial America as it has never done in the past. The advertisements will be published at weekly intervals. Copy is to the point and hard-hitting and without illustrations. The opening piece of copy says:

Don't advertise unless:—

You are absolutely on the level with your customers—

Unless your goods are so excellent that everyone who buys them once will want them again—

Unless there is a real need for what you make—

Unless you appreciate that it takes a long time and costs a lot of money to educate one hundred million people to associate your trademark with a definite standard of quality—

Unless your business is built on the firm foundation of economical production and firm finance.

* * *

Delco Light Plant Opened at Oshawa

The Delco-Light Company of Dayton, Ohio, a division of General Motors Corporation, has formed Delco-Light Company of Canada, Limited, and has joined other General Motors divisions at Oshawa, Ont. The new Canadian company will be under the management of R. L.Meyers.

Copy headed "Now Built In Canada" has just made its appearance in Canadian mediums, placed by the Baker Advertising Agency, Ltd., Toronto.

* * *

Bank Clearings More Favorable

Canadian bank clearings for the month of May showed a more favorable comparison with the corresponding month of the previous year than has been the case for a considerable time. Although a decrease was reported it amounted to only 1.8 per cent. In Eastern Canada, where out of 15 cities reporting 6 showed increases, the decline was only .45 per cent. Toronto, Ottawa, Windsor, St. John, Moncton and Kitchener were the eastern cities to show advances.

Via Quebec!

In Quebec They Read the Ads— Then Buy

THIS summer, countless thousands will pilgrim to the Shrine of Ste. Anne de Beaupre, *via Quebec.* Just another reason why Quebec is a market-*plus.*

Get Results via The **TELEGRAPH** QUEBEC P.Q.

Lower Rates **Circulation**

Widest Appeal **Most Quoted**

Western Lumberman

Representing the Manufacturing, Wholesale and Retail Interests of
British Columbia, Alberta, Saskatchewan and Manitoba

VANCOUVER **WINNIPEG**

Hark! Hark!

"For every insertion in your paper, I never have less than *ten* inquiries and as many as *one hundred,*" says one of our advertisers using keyed coupons.

This is explained by the fact that every one of our subscribers has to follow his paper closely to be posted on the farm produce markets and that by so doing, he increases his buying power.

Write for our rate card or any other information.

Le Bulletin des Agriculteurs

688 St. Paul Street W. MONTREAL

French Canada's Leading Farm Weekly

Subscribe Now

for the 1922 edition of

WHO'S WHO IN CANADIAN ADVERTISING

The most complete and most accurate list of advertisers in Canadian publications that has ever been compiled is now ready for delivery, revised to May 1st, 1922.

Close to 3,000 advertisers in Canada, the United States and Great Britain are listed in this substantial, leather bound book of 400 pages. It is much more than a mere mailing list. The information about each advertiser comprises the following details:

Names
Street Addresses
Product Advertised
Name of Person in Charge of Advertising
Name of Advertising Agency

This information is compiled in alphabetical order under the cities and towns of each of the three countries mentioned. There are hundreds of cross-references concerning subsidiary companies, head office addresses, etc., and provision is made for additions and changes which are furnished to subscribers throughout the year.

In addition there is a list of advertising agencies in Canada, Great Britian and the United States with the names of advertisers whose business they place in Canadian mediums.

A subscription to "WHO'S WHO IN CANADIAN ADVERTISING" is not merely the purchase of a book, it covers a SERVICE which includes the book, supplementary corrections and additions issued throughout the year, and the free use of our Service Department for securing special information of a similar character.

Place your order now and secure immediate use of this invaluable service.

Marketing Publishers Limited
27 E. Wellington St., TORONTO

Illegalizing Fixed Prices

The proposed legislation regarding commercial agreements, which is down for a second reading at the Legislature, is being watched with keen interest by the business community. If adopted it would illegalize agreements for resale at fixed prices. An agreement by which any person received a reward for reselling an article at a fixed price, or by which any person undertook not to deal with any other person who failed to abide by any stated resale price, would be unlawful and null and void. Any person entering into an agreement declared to be unlawful under the Act would be liable to any other person injured thereby to the extent of threefold the damages suffered. A maximum penalty of $500 and costs is provided for every transaction which violates the Act.

One defect of the bill has already been commented upon. It gives no protection to the manufacturer who wishes to prevent profiteering on resale. The distributor could sell the product at any price, and the maker would be compelled to continue dealing with him. The merchant who asks an exorbitant price for an article bearing a trademark or the manufacturer's name does an injury to the producer, but the proposed legislation would give the latter no redress and no control over the profiteer. The danger is not in the price-maintenance policy by which a manufacturer seeks to protect his name and trade-mark and stabilize business, but in a combination or monopoly of makers or middlemen to raise or maintain prices above a reasonable level. If existing anti-combine laws are inadequate for the purpose, or the enforcement of them is not sufficiently vigilant, the remedy can be applied, but the Commercial Agreements Act would not strike at the worst abuses. It is doubtful whether it could be made applicable to articles produced outside the Province. If it could not it would discriminate seriously against Ontario manufacturers and wholesalers in favor of those in other countries or provinces.—*Toronto Globe.*

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New Monthly in Toronto

The *Civic Gazette of Toronto* is a new monthly publication to make its appearance during the month of June, "instituted," it announces, "to provide the citizens of Toronto with sound, interesting, and non-partisan information concerning their civic affairs." The first issue contains 48 pages and cover, and is issued from 302 Colonial Building, 13 King St. West. W. Eric Harris is the editor, and the board of management includes the names of a number of prominent Torontonians whose public-spirited devotion to civic betterment is well known. Mr. Harris, it may be mentioned, is manager of the Downtown Association of Toronto.

* * *

A new poster advertising Gypsum Board and Plaster, although not signed, is placed by the Ontario Gypsum Co., Paris ont.

* * *

The B. F. Goodrich Co. of Canada Ltd., have removed their head office in Toronto from 482 Yonge Street to 10 Wellington Street East.

Weekly Newspaper Publishers Hold Annual Meeting

The third annual convention of the Canadian Weekly Newspapers Association was held at the Chateau Laurier, Ottawa, Thursday and Friday, June 8 and 9, the president, Victor C. French, presiding. Premier King, the Rt. Hon. Arthur Meighen, Hon. T. A. Crerar, and the Mayor of Ottawa welcomed the publishers to the nation's capital.

During the sessions addresses were given as follows: "Building a Weekly Newspaper," by S. N. Wynn, of the Yorkton *Enterprise*; "Commercial Printing Costs and Standards," by A. L. Lewis, general manager of Southam Press Ltd., Toronto; "Journalistic Short Course for Weekly Newspaper Editors," by W. J. Dunlop, director of Extension University of Toronto; "How to Co-Operate With Advertising Agencies in Securing National Advertising," by Margaret Pennell of the J. J. Gibbons Ltd., Toronto; "The Editorial Column," by Fred Cook, chairman Editorial Committee, Government Publications, Ottawa; "Press Association Work," by J. C. Brimblecom, president National Editorial Association, Newton, Mass.; "Canadian Literature," by J. Murray Gibbon, president, Canadian Authors Association.

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Unusual Uses for Calendars

That calendars can be worked harder than the usual way of having one's name printed in the space provided, is proved by the experience of some who go still further in the use of calendars as supplementary advertising.

One druggist uses the *back* of the *leaves* of the calendar for an advertisment of special goods which he features *seasonally*. Thus on the back of the July leaf he will offer his toilet cream, for sunburn; on the back of the December leaf, his cough medicine, etc. And to make these leaves read, he offers a special reduction on these particular goods to all who bring in the calender leaf.

An installment house had made a rubber stamp with a big heavy circle and a hand pointing. They bought also a rich colored red ink pad. Now as soon as a customer buys a bill of goods, with a letter acknowledging with thanks the order, a calendar is mailed having the dates when the payments are due marked with this big rubber stamp, and of course the firm's advertisement. Thus the calendar serves as advertising and a collection reminder.

A plumber capitalized his calendar by including short weather possibilities—"When the day is cold, a new heater would make you comfortable;" on freezing, "Send for me *before* the pipes freeze;" on Saturdays, "My famous gas heater will make the water for your bath warm in a jiffy."—*The Mailbag*

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The Greatest Game

As soon as we learn to view work and business as the most inspiring game that any of us can engage in, with thrills far surpassing those to be obtained from any other game, that moment the whole of our life is changed. When I look back over my career I recognize that any success I may have achieved has been due to my having made a pleasure of my business. — *Lord Leverhulme.*

"It is time to stop kidding ourselves as to actual conditions and face our problems squarely."—A Rubber Goods Manufacturer in Curtis Survey.

Will sales resistance grow or diminish?
What is the customer's attitude toward price and quality?
What is in the minds of leading manufacturers, jobbers and retailers?
Where may the best sales be had?

THESE and other questions are answered in an extensive survey that we made recently, dealing with prevailing trade conditions and offering an analysis of the factors which will govern sales during the coming summer and autumn. These facts, compiled for our own guidance, have been made into a book. A copy of the Curtis Market Digest will be mailed to any executive upon request to The Curtis Company Limited, Windsor, Ont.

CURTIS

INTENSIVE SALES DEVELOPMENT

TORONTO WINDSOR MONTREAL

WE BELIEVE

Many a pleasing advertisement has lost its effectiveness through the fact that the printing plate sent out has not reproduced anything like the proof off the original.

This possibility is greatly minimized when your plates are sent from

The CENTRAL PRESS AGENCY, Ltd.

110 YORK STREET, TORONTO

F. DIVER, PRESIDENT

ELECTROTYPING, LEAD MOULDING AND STEREOTYPING

Put 1000 Salesmen To Work

If you increased your sales force by 1000 good men and sent them calling on your best prospects, you would expect big returns—and get them—but the cost would be great.

The same results can be attained at a fraction of the expense by the judicious use of Direct Mail Advertising. Every sales message sent out scores a direct hit for it goes straight to the man you want to reach in that inner sanctum from which your salesman might be barred.

We will assume entire responsibility or co-operate with you in the production of single pieces or a complete campaign.

West Toronto Printing House
1945 ST. CLAIR AVE., TORONTO
TELEPHONE - JUNCTION 6240

Reaching Your Prospect

If you want to reach all or any portion of Western Canada's buyers the short-cut and the sure way is by using Wiggins Systems Mailing Lists.

We compile mailing lists of every description but specialize in the large territory stretching from the head of the Great Lakes to the Pacific Ocean.

If you sell, or want to sell, in Western Canada you can do it more efficiently through the medium of our Mailing Lists.

Wire or write for information

WIGGINS SYSTEMS LIMITED

A Complete Direct Mail Service

500 Coca Cola Bldg.
Winnipeg
Canada

MARKETING BY MAIL

Items from the experience of advertisers relating to sales literature, letters, etc., compiled and condensed from current sources

The "Pulpit Tone" in Letters

There are some parsons, quite normal and human on the ground, who adopt a formal "pulpit tone" the moment they mount the rostrum. There are some salesmen whose conversation when they are face to face with a prospect is natural and friendly and winning, but the moment they start in to dictate letters their language becomes stilted and artificial and archaic. The sheet of paper shuts them away from the real world and they become imprisoned in a realm where everything is stereotyped. They "beg to acknowledge" and "for your information would state" They "trust this will prove satisfactory" and they "will be glad to receive your commands." This tyranny of the "pulpit tone" in letter writing robs the business communication of its most valuable asset, the element of personal contact. If a letter is not an adequate substitute for the personal visit, there is something wrong with it. Dead formality should stop with the "Dear Sir" and should not reappear until it is time for the "Yours truly."

"Dictated But Not Read"

Quite a number of correspondents still use the "Dictated but not read" rubber stamp. They probably imagine that it will convey an impressive idea that they were "in conference" up to a late hour and therefore unable to glance over their dictated correspondence. The phrase will more than likely give the reader the impression that the writer was desperately anxious to get away for a game of golf. At the best, it more than hints that there was some business on foot that was far more important than checking up that particular letter. This probably was the case, but such clumsy intimation of the fact is not at all likely to impress the reader favorably. The chances are he will endorse the action of the man who, when he receives a letter stamped "Dictated but not read", returns it with the notation "Received but not read."

The Length of a Letter

How long should a letter be? The answer is, Just long enough. The busy man has only a limited time for his mail. For him the brief letter has much in its favor. Women, as a rule, like letters that give details. The farmer and the man of the small town receive less mail than the office men of the big cities, and they welcome letters that give full information. It is a safe rule to write longer letters to those who have expressed interest than to those who must be interested. Keep in mind the reader you are addressing and you will likely decide wisely about the proper length of your message.

Brevity and Conciseness

In letter writing it is well to remember that there is a distinct difference between brevity and conciseness. A letter may have only two or three paragraphs and still be verbose. On the other hand, it may be concise and consist of several pages. You can't ordinarily sell a $100 set of books or instruct a new salesman or agent with a letter of a line or two. Almost anyone can, by taking time, cut his letter-language down one-third. This boiling down should be done where the language is plainly verbiage, but it would be a mistake to cut out the little "fillings" that make the letter a real, personal message. Don't be dubious about the long letter when you feel it is really necessary. Extreme brevity in handling a complaint, for example, may make the customer feel that you gave his complaint scant attention.

Abusive Letters

A discourteous, unreasonable or sarcastic letter is the product of a small mind. A reply in kind is ditto. If you feel that you must dictate a discourteous, unreasonable or sarcastic letter, do so to your heart's content. Dig up all the stinging, biting vitriolic words and phrases that have ever stuck in your memory and string them out in withering reply or complaint. Give it to him hot and plenty. Get it off your mind, write it and revel in it, then—destroy it. Abusive, bitter or narrow thoughts on paper stand as a damning record. It is bad enough to think such thoughts, but losing your temper and your sense of courtesy when you are talking face to face to people is not so bad as losing it in letter-writing. When you are face to face you can at least stop when you realize that you are getting beyond bounds and try to make amends. But words that are down in black and white stand there in all their ugliness long after one's irritation is past.

Testing The Novice

Here is a shrewd little scheme used by a large corporation in training novices in letter writing. They hand the student two or three complaining letters—communications from customers who are mad clear through, and probably just inside the libel law when it comes to criticism and language. A man is bound to be interested when he receives a letter like that. All the old stock phrases of formal business correspondence flee from his mind. He has to dig for information, meeting the complaint with solid facts.

What one letter did

The following sales letter sent out by a Western concern to farmers worth more than $10,000 produced eighty replies on two hundred letters sent out. Out of these eighty leads forty-eight were sold netting a business of $24,000. A printed, return postcard, unstamped, was attached to the letter.

"Have you bought any lumber lately? If so, you know all about it. A

A TORONTO MANUFACTURER had been sending his travellers to a list of towns from which the business was inadequate. The sales did not justify the expense.

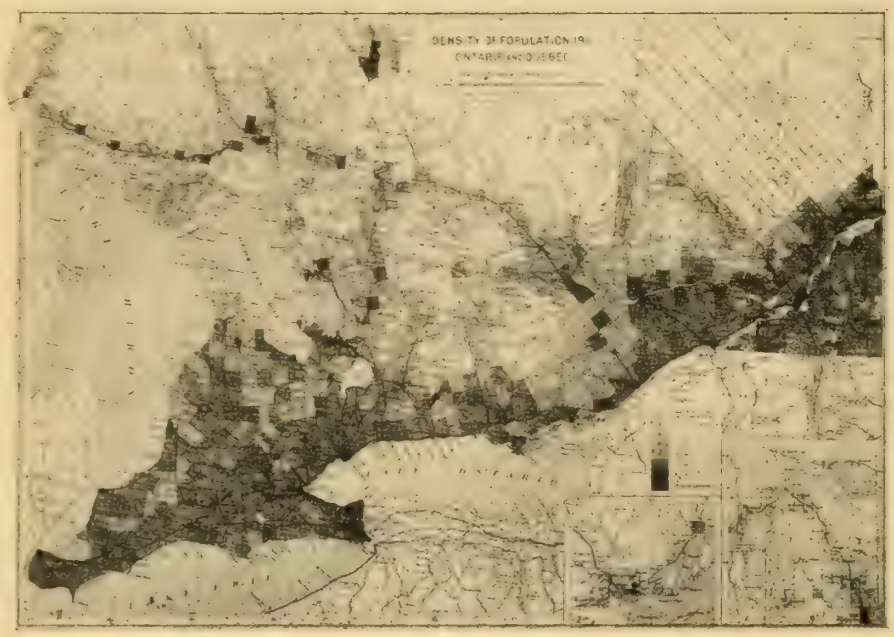
He called us in, said he would like to save the business if it could be accomplished by mail at an expense which would warrant it.

A campaign was built, mailed and followed by good sound sales letters. A year has passed. No traveller has called on these particular towns. The sales check up well. In fact show a little increase, with an expense less than one fourth of the old way.

The Merchandizing Department of the Southam Press stands ready to talk over your sales problems without any obligation whatever.

Just call Adelaide 1245

You Should Have A Set of these Maps



Showing the Distribution of Canada's Population

MAPS of each Province of Canada, size (17"x12") showing counties, cities, town and villages, railroad lines—in fact every thing that a good map shows, plus the "distribution of population" feature. This makes them ideal maps for the use of sales and advertising managers. You may discover new fields for sales and advertising effort when you get this graphic picture of where the people are. The relative importance of different communities from a trading or advertising standpoint is seen at a glance.

THE population of the entire Dominion is embraced in a set of four maps which we are able to let you have at less than cost of production. Postpaid to any address on receipt of $1.00.

Marketing
and Business Management

27 E. WELLINGTON ST., TORONTO, CANADA.

person can nearly carry $100 worth on his back.

"But did you ever stop to think of the enormous profits that are being made in the lumber business?

"It is an absolute certainty that lumber prices will keep on advancing. The lumber papers and trade magazines are full of it.

"Nothing is being done to replant our forests so as to prevent their destruction and to prevent prices from becoming prohibitive later on, so naturally *they will become prohibitive.*

"Those who enter into a lumber proposition of merit NOW, are getting in during an opportune time.

"We have an opportunity for you which you will want to get in on. You have been recommended to us as a man of good standing, and as being capable of handling the proposition we have to offer you. Fill in your name and address on the post card to indicate your interest in the matter, and mail today. It will mean a vast addition to your financial affairs.

Two letters

How widely two letters dealing with a similiar set of circumstances may differ is shown in striking manner in the two classic examples reproduced below.

From the dictation of the Ex-Kaiser: "His Majesty the Kaiser hears that you have sacrificed nine sons in defense of the Fatherland in the present war. His Majesty is immensely gratified at the fact, and in recognition is pleased to send you his photograph, with frame and autograph signature."

From the pen of Abram Lincoln: "Dear Madam—I have been shown in the files of the War Department a statement of the Adjutant-General of Massachusetts that you are the mother of five sons who have died gloriously on the field of battle. I feel how weak and fruitless must be any words of mine which should attempt to beguile you from the grief of a loss so overwhelming. But I cannot refrain from tendering to you the consolation that may be found in the thanks of the Republic they died to save. I pray that our Heavenly Father may assuage the anguish of your bereavement and leave you only the cherished memory of the loved and lost, and the solemn pride that must be yours to have laid so costly a sacrifice upon the altar of freedom."

The Best Letter Wins

The correspondent of a large oil refining company proved conclusively that the effort expended in the construction of the business letter is profitably invested. Some time ago a large dealer in petroleum products wished to change his connections. He had been purchasing from one concern and had become dissatisfied. Although there were any number of refiners, he was at a loss where to look for his source of supply. His first move was to secure a list of firms dealing in his line. He then wrote to some forty or fifty of them and, in turn, received that many answers. So far, it had been easy; but now he had the baffling problem of selecting one from the numerous replies he had received. A large number had quoted favorable prices, but he desired to connect with a concern that would give him, at all times, a source of supply and service. He went through the replies again and finally selected what he considered the best letter and started negotiatioins with the concern that sent it.

Abolishing the Time Clock

There are no time clocks in the great Baldwin Engineering works.

'I would not have a time clock in my shop," says Samuel M. Vauclain, president of the company. "If a man asked me to punch a time clock I would tell him I would get a job somewhere else. I won't punch a time clock. I will be there at 7 o'clock. I have my shop doors open. If the men come at 6.30 they can get in. If a man is a few minutes late he goes to the foreman. The man is not fined for being late. What is the use of fining him? He did his best to get there at 7 o'clock. We fine the foreman.

"The foreman goes around to the man and says: 'Jim what is the matter with you? You did not get in.' 'I missed the car,' says Jim, 'and on the next one I missed the gate.' The foreman pays the fine but Jim knows he is paying the fine and he will work harder than on any day he came in on time."

* * *

Miss Murphy Opens Offices

Miss Mary M. Murphy, well known in Toronto publicity circles, has opened general advertising offices at 204 Webster Bldg., 53 Yonge St., Toronto, and also a Montreal office at 305 Beaver Hall Hill. She will handle the production of advertising of all kinds, including art-work, engraving and printing, devoting special attention to copy with the "feminine slant."

START Profitable Mail Order Business at Home. We teach you by successful method. Particulars free. Walhamore Company, Mail Order Dept., Lafayette Bldg., Philadelphia, Pa.

6 DIFFERENT BUSINESS PUBLICATIONS covering Accounting, Advertising, Administration, Merchandising, Salesmanship and Taxation all prepaid only 25c. Value $1.50. Instructive, educational, practical. Walhamore Co., Lafayette Bldg., Philadelphia, Pa.

Stories, Poems, Essays, Plays Wanted We teach you how to write ; where and when to sell. Publication of your work guaranteed by new method. **Walhamore Institute, Dept. J, Lafayette Building, Philadelphia, Pa.**

500 THINGS TO SELL BY MAIL. Remarkable new publication. Workable plans and methods. Loose leaf cloth binder. Prepaid $1.00. **Walhamore Company, Lafayette Building, Philadelphia, Pa.**

Achieving the Impossible

Often when there are unavoidable delays in type-setting or in engraving, time must be made up on the electrotyping or schedules would be thrown out of gear. Our three completely equipped plants are capable of being speeded up to an unusual degree. Over and over again we have achieved what appeared to be impossible, in order that insertions might start on schedule time.

THREE COMPLETELY EQUIPPED PLANTS

Montreal 54 Juror St. | **TORONTO** 185 Richmond St. W. Head Office | **London** 209-211 King St

Rapid Electrotype Company Limited

C. J. HIRT, Managing Director

Electrotyping Stereotyping Lead Moulding

PRINTING

YOU have many standard forms your supply of which is renewed from time to time by sending a sample to your printer and asking him to print a set quantity, same type, and same stock.

For such work only the modern jobbing presses can give efficient production.

We are equipped to handle this type of work to best advantage—good, clear printing at low cost.

TRY US WITH YOUR NEXT ORDER

The Commercial Press, Limited

51 Wellington Street W.

TORONTO

Protect Those Books and Papers!

There is a Dennisteel Cabinet that will bring safety and efficiency to your office. Let us send you illustrated folders showing the different styles of

DENNISTEEL *Made in Canada*

CABINETS—LOCKERS—SAFES—SHELVING

Write for folders

THE DENNIS WIRE AND IRON WORKS CO. LIMITED LONDON CANADA

Are You Planning Advertising With Your Eyes Blindfolded?

ARE you aware of the changes that have taken place in the field of advertising in Canada during the past year? Or are you buying space on the strength of out-of date information—mere hearsay?

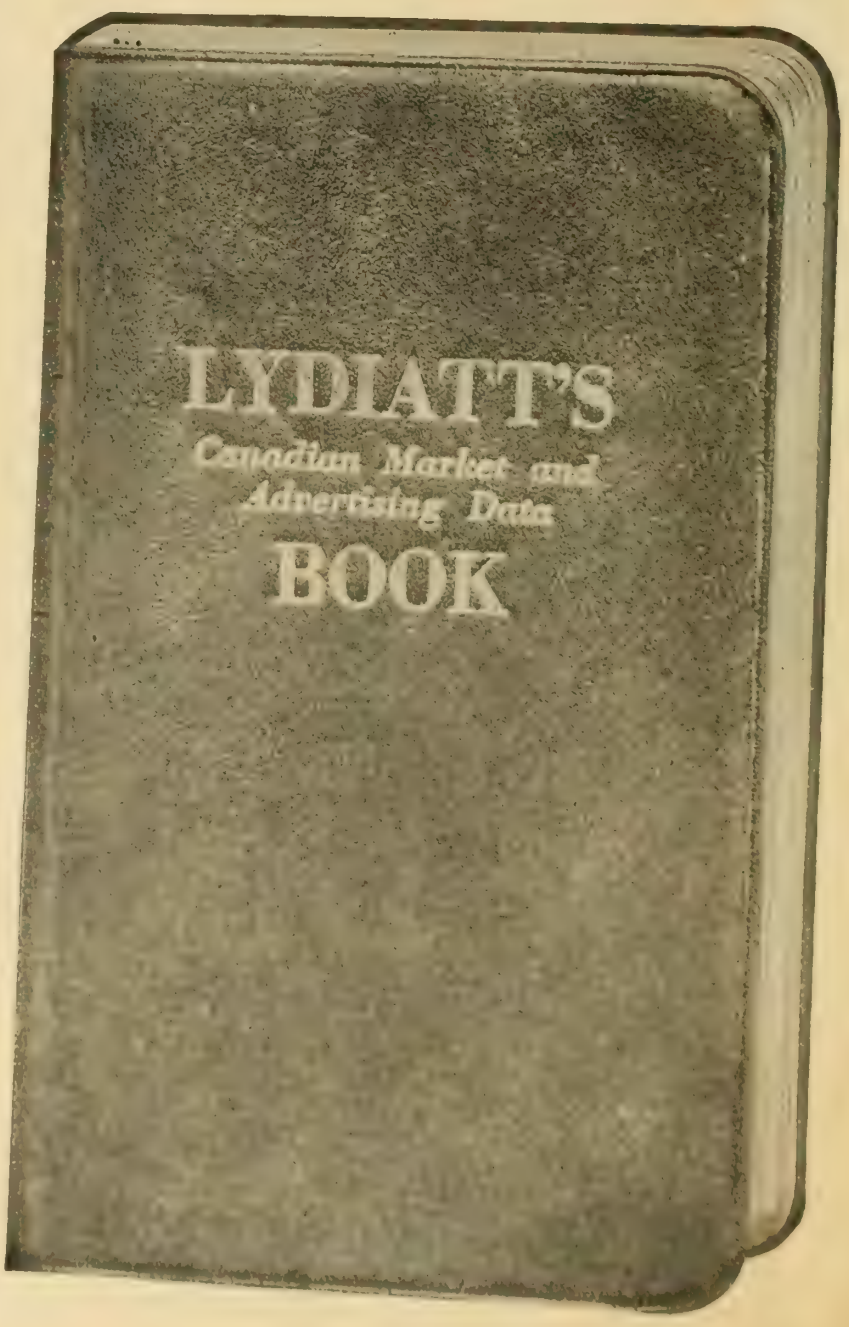
Your firm certainly doesn't buy goods without investigation, without getting the latest price lists and quotations. Why should you buy space without similar precautions?

Rates and circulations have changed. The standing of many publications has altered considerably. Some have ceased to publish. New periodicals have made their appearance. Unless you are familiar with all these alterations you are literally planning your advertising in the dark.

If you checked up these changes by means of directories, rate cards, A.B.C. reports, etc., it would take you hours to reach even a rough and incomplete conception of the situation.

LYDIATT'S BOOK, on the other hand, presents a comprehensive survey of the whole field in such a manner that in a few minutes you have all the facts at your finger tips.

It is the only complete and annually revised Rate and Data Book devoted to Canadian mediums. It is enthusiastically endorsed by representative advertisers and advertising agencies all over the world.



New 1922 Edition

containing the new

1921 Census Figures

Corrected Advertising Rates, and Circulation Figures, etc.

428 PAGES

Post paid to any address, $5.00 a copy

MARKETING PUBLISHERS LIMITED
27 E. Wellington Street
TORONTO

22,000 Women Buyers

THE BRANTFORD EXPOSITOR has a guaranteed circulation of 11,000 in one of the richest industrial and agricultural sections of Western Ontario.

At least two women read every paper. Consider the value you get for your money. A direct message to 22,000 of the class that do 75% of the buying. The cost—3 cents a line.

The Brantford Expositor

You cannot afford to leave the Brantford Expositor off your national list

The First Maritime Medium

FOR the first time it is possible to select a medium that hits all the high spots in the Maritime Provinces, reaching all dealers and distributors, selling to all the most worth-while homes. That medium is

THE SUNDAY LEADER

A 24 page breezy budget of feature news and feature articles, enhanced by a four page rotogravure section. Appearing once a week for Sunday reading, it is growing in favor by leaps and bounds so that to-day all advertising is accepted on a basis of

10,000 Net Paid Circulation Guaranteed

4,000 circulation in Halifax City
3,000 circulation balance of Nova Scotia
2,000 circulation in New Brunswick
1,000 circulation in P. E. Island

and growing week by week

Although 10,000 net paid is guaranteed 11,000 net paid has actually been attained already. Rates haven't followed suit. You can still make contracts for the feature section in this quality medium at 5c per line and in the rotogravure section—the aristocratic reserved row, at 12c per line.

The Sunday Leader

THE MARITIME MEDIUM

The Halifax Herald---The Evening Mail

All the News All the time